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# *Report on Changing Work Patterns as we approach the Year 2000*

*Prepared by:*

*SIAST Research and Development*

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April 1998
#98-02

# Saskatchewan Institute Of Applied

# Science And Technology

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## *1998*

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# *Report on Changing Work Patterns as we approach the Year 2000*

***April 1998***

## 1.0 OVERVIEW OF WORK

### 1.1 Historical Picture of Work

Guy Marsden, in the article *Sharing the Work*, provides a historical overview of work that dates back to the mid 1800's. He notes that in the 1800's, workers demanded shorter work days. In 1870, the standard work week was 64 hours in length. This amount was reduced to 49 hours by the 1930's. In 1937, following a strike by the International Ladies' Garment Workers, the work week was reduced to 44 hours. Following the second world war, the Unions pushed for higher wages for employees, rather than further reductions in the hours of work.

In the 1990's, with technological advances, free trade agreements, high interest rates, and privatization, the governments and the business communities continue to push for full employment; yet the unemployment rate in Canada hovers at 10%. Marsden states that, in 1993, 11% of the labour force worked more than 50 hours per week; 800,000 Canadians worked 6.4 million hours of paid overtime each week; while a further 500,000 worked overtime without pay.

Marsden, questioning why some people work very long hours while others work part-time and others do not work at all, states that the Canadian labour movement has begun to look at a shorter work week as a solution to the unemployment crisis. The federal and provincial governments are beginning to agree with the shorter work week concept as a means to combat unemployment. A reduction in the unemployment rate would be significant for governments. Economist, Reuben Bellan, reports that, in those years since the mid-40's, whenever the unemployment rate was 5% or less, the federal government reported a budget surplus. Likewise, when the unemployment rate was higher than 5%, the federal government reported a budget deficit. The business community is not in favour of the shorter work week. Seventy-five percent of the business community, in a poll conducted in 1994, opposed the shorter work week because of the perceived added costs of benefits, training and administration.

Various unions within the labour movement have different scenarios to reduce the work week. Some wish a cap of 40 hours in the number of work hours, with limits for vacation and overtime. Others wish a 32 hour week with no reduction in pay, as well as a limit on overtime. Those unions that advocate the 32 hour work week with no overtime, state that this option would create an extra million available jobs in the country.

Marsden reports that many in the labour movement are concerned about the unemployment rates of the youth in the country and believe that the reduction in the shorter work week would increase jobs and decrease the unemployment rate. The labour movement promotes a variety of shorter work week options, such as limiting overtime, job-sharing, phased-in-retirement, and banked overtime. The motto of one of the unions, the Canadian Auto Workers, is that a shorter work week for employees provides *more time for ourselves, our children, our community.*

*(Source: Sharing the Work. Briarpatch, October 1996, p17)*

## 1.2 Overview of Working Arrangements in 1995

Statistics Canada, in conjunction with Human Resources Development Canada, conducted a survey in 1991 and again in 1995 titled Survey of Working Arrangements of Canadian Workers. The 1995 survey updated data gathered in the 1991 survey relating to business practices, juggling work and school, balancing work and family, and job quality.

Comparisons between both surveys indicate the following:

- the proportion of employees aged 15-69 working on a five-day Monday-Friday work schedule remained at 60%;
- in 1991, those working a regular 9-5 work schedule was 70%. The percentage dropped to 68% in 1995;
- significant increase in weekend work. In 1991, the survey reported that 10% or employees usually worked on Saturdays, with 4% on Sundays. The 1995 figures had risen to 14% and 8% respectively;
- the percentage of those of worked with a flextime arrangement increased from 16% in 1991 to 24% in 1995;
- there was an increase in the percentage of those who did some of their paid work at home, from 6% in 1991 to 9% in 1995.

New data gathered in the 1995 survey indicated that:

- 8% of all part-time employees job-shared;
- of those who were paid working from home, 22% indicated that they were issued a computer, 14% a modem, and 11% a fax machine;
- 14% of those surveyed indicated that they worked an average of 6 hours overtime each week;
- 12% of respondents reported that their jobs were non-permanent;
- in the age category 15-24, in 1995, the differences in hours of work depended on the youth being in the workforce or attending school in a part-time of full-time capacity -

  only 9% of the students in school worked regularly Monday - Friday while 51% of those not in school had this schedule;

  26% of young employed students had a regular daytime work schedule, compared to 60% of non-students;

  71% of students worked shift, irregular, on-call or casual work schedules, which accommodated their school demands

- in the 25-44 age category the 1995 survey compared female workers with pre-school aged children and those without children, and determined that:

  12% of all female workers described their work as non-permanent;

  28% of those with pre-school children had flextime working arrangements, compared to 25% of their counterparts without children;

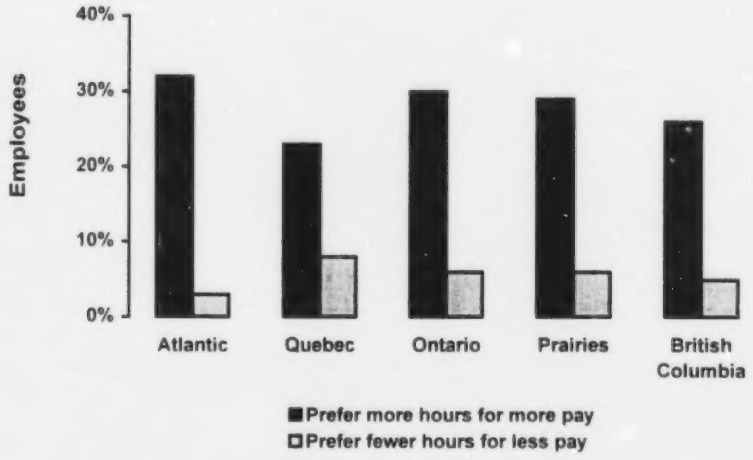
  13% of mothers with pre-school children worked from home, compared to females with no school aged children.

A question in the 1995 survey asked the respondents to indicate which of three choices would they prefer to work, and

- 66% preferred to work the same hours for the same pay;
- 28% preferred to work more hours for more pay;

- 50% of youth in part-time or non-permanent jobs, preferred to work more hours;
- 3% of workers in the Atlantic region, 6% in Ontario, the prairies and British Columbia, and 7% in Quebec, preferred a reduction in work hours;
- 32% of workers in the Atlantic region and 23% in Quebec preferred an increase in working hours - *Figure 1.*

***Figure 1 - Percentage of employees who prefer to work more hours***




*(Source: Survey of Work Arrangements)*

The article was written by Ernest B. Akyeampong, with the Labour and Household Surveys Analysis Division of Statistics Canada.

*(Source: Statistics Canada, Perspectives on Labour and Income, Volume 9, No. 1, Spring 1997, p48, 75-001-XPE)*

## 2.0 HOURS OF WORK

### 2.1 Changes in the Business Environment

Following the report of the Advisory Group on Working Time and the Distribution of Work in 1994, the Task Force of the Canadian Labour Market and Productivity Centre (CLMPC) researched changing work issues from a joint business-labour perspective. The CLMPC report *Changing*

*Times, New Ways of Working - Alternative Working Arrangements and Changes in Working Time* identifies that the changes in the business environment and labour market signify challenges for businesses, workers and governments.

With the new work arrangements, the writers of the CLMPC report identify that labour concerns are:

- *economic security - the number and types of jobs and the changing distribution in hours of work;*
- *a redistribution of hours of work - which could create or preserve employment opportunities and jobs and reduce stress and increase incomes;*
- *greater flexibility in meeting work responsibilities and other obligations - such as family or career development;*
- *improved conditions for part time workers - to include pay and benefits, training, and advancement opportunities;*
- *improved employability of workers - through training and generic skills development.*

Business interests in new work arrangements in meeting the new technological and global competition are:

- *a greater flexibility, both in time scheduling and employee performance which could help employers meet changing customer needs;*
- *cost control and productivity increases;*
- *retention of employee skills within the organization;*
- *improved morale among employees.*

The members of the task force report that the new work arrangements of the 1990's can not be studied in isolation. They are part of the overall changing labour market and business environment as a result of technological advancements, demographic changes and globalization.

Section IV of the report details the variety of new work arrangements. For instance, *compressed work weeks.* Within this work arrangement, employees continue to work the same number of hours as before but now the hours are condensed into fewer work days. The compressed work week allows for greater blocks of leisure time, but the longer work day can impact on worker fatigue, accident rates, and productivity. According to the CLMPC, the compressed work week is not as popular as other work arrangements, such as flextime, home based work, shift work, part time and on-call work. In 1995, only 9% of Canadians work with this arrangement. Data indicates that the compressed work week contributes to employee

higher time stress levels. For instance, 29% of women indicated they were highly time stressed, compared to 21% of women without the compressed work week option. The statistics for men are the same, whether working with the compressed work week option or not. The report emphasizes that the compressed work week is not generally designed for the purpose of creating new jobs.

In summarizing, the task force report that changes in the labour market and business environment are leading to the following new work arrangement practices:

- *flextime is used by a quarter of paid workers, though there is a heavy concentration in white collar occupations, particularly professionals;*
- *home based work has grown in the 1900's and is used by about 10% of the workforce;*
- *compressed work weeks are used by less than 10% of the workforce;*
- *unions have argued that the reduced work week will create more employment opportunities, and employers argue that this arrangement adds substantially to their costs;*
- *25% of employees are involved in shift work arrangements. Shirt work arrangements have been used to minimize lay-offs or create new employment;*
- *less than 2% of employees work in job share arrangements;*
- *19% of employees work in part-time arrangements - wages and benefits vary significantly across three different industries with the highest percentage of employees working part-time;*
- *part-timers in the retail trade are concerned about the arrangements around allocation and predictability of work hours.*

The CLMPC report examined the new work arrangements and studied a number of case studies. The writers state that further research is needed in the following areas:

- *analysis and data in work arrangements in small businesses*
- *further work and discussion between business, labour and government in the area of succession planning;*
- *the role of government in assisting new work arrangements;*
- *better understanding of the range of work arrangements that can exist;*
- *an analysis of different contract arrangements;*
- *further analysis of the arrangements around part-time work;*

- *further discussions of overtime issues between businesses and labour.*

*(Source: "Changing Times, New Ways of Working - Alternative Working Arrangements and Changes in Working Time", Canadian Labour Market and Productivity Centre, April 1997, ISBN: 0-921398-11-5)*

## 2.2 Working Hours Per Day

Statistics Canada reports that Canadians work 9 - 10 hours per day. In the *What's New?* section of the *Perspectives* periodical, statisticians report on one of the key findings from the 1992 General Social Survey on Time Use - the activity patterns of Canadians aged 15 and older.

The study records that men and women work an equal number of hours per day but they split their time differently between paid and unpaid work. Unpaid work is defined as household chores, family care, shopping and volunteer work, as well as other activities, such as education, personal care and leisure. The study analyzed the activities of six different categories - the student, the paid worker, the spouse, the parent, the mature adult approaching retirement, and the senior citizen.

The following are the study's findings about the hours Canadians spend at the various activities. The average work day is seven hours in length.

- students recorded the widest range of hours spent working, with 18 - 24 year olds employed full time devoting the most time (9 hours a day) to total work activities;
- unmarried Canadians, aged 25-44 years of age, spent 8.5 hours on total work activity, though men spent one hour more on paid work;
- married couples, aged 25-44, without children, spent 9 hours per day on work activities, with an even split of 7 hours paid work and 2 hours unpaid;
- married couples, aged 25-44, with children, worked more than childless couples, fathers at 6.6 hours of paid and 3.2 hours unpaid, and mothers at 5.3 hours of paid and 4.8 hours of unpaid;
- in the 45-64 age category, married men spent 9 hours working (7 hours paid and 2 hours unpaid), while married women spent 10 hours (6.5 hours paid and 3.5 hours unpaid).

Since the 1970's, many countries have adopted a more integrated view of human activity that values all work, paid or unpaid.

*(Source: What's New. Statistics Canada, Perspectives on Labour and Income, Volume 8, No. 2, Summer 1996, p43, 75-001-XPE)*

## 2.3. Options for Flexible Employment

**2.3.1** The *Society for Human Resource Management* highlights the following options for workplace flexibility:

***Flextime**: which allows employees to take advantage of a range of starting and ending times for the work day;*

***Compressed work week:** which allows employees to condense their work week into fewer days;*

***Telecommuting or flexiplace**: in which employees work at home or other location during part or all of their scheduled working hours;*

***Permanent part-time**: which is steady part-time employment, usually for a set number and configuration of hours each week;*

***Job sharing**: an option that allows two people to share the responsibilities of one full-time position;*

***Phased or partial retirement:** in which an employee about to retire cuts back his or her hours of work to part-time status;*

***Leave time:** which is an authorized period away from work without loss of employment rights;*

***Contingent employment**: refers to temporary workers, consultants, contractors, those hired for special projects.*

*(Source: Common Options for a Flexible Workplace. http://www.shrm.org/hrmagazine/articles/0196options.html)*

**2.3.2** In the report *1996 Policies and Procedures in Association Management*, the *American Society of Association Executives (ASAE)*, reports the results of a survey conducted to determine the types of working arrangements currently in the working environment. During the summer of 1995, the *ASAE* surveyed 1600 association management members in 16 major areas throughout the United States. Association members are organizations or companies both in the professional and trades areas. They are chambers of commerce, educational institutions, large corporations, and small business owners. *Table 1* provides a percentage breakdown of the variety of work options now available to employees. It is significant to note that the percentage of outsourcing (contract work) working arrangements of the 1600 association management members surveyed, is 68% (1088). According to the ASAE, this is a dramatic increase from ten years earlier.

*Table 1 - Types of Working Arrangements of ASAE members - 1995*

| *Types of work options* | *Percentage of associations offering* |
|---|---|
| **Typical work week** | |
| 40 hours | 48% |
| 37 ½ hours | 30% |
| 35 hours | 19% |
| **Flex-time** | **61%** |
| Different start/quit times | 91% |
| 4 - day weeks | 12% |
| **Part-time work** | **57%** |
| Associations considering part-time work | 5% |
| **Telecommuting** | **23%** |
| Associations considering telecommuting | 12% |
| Employees work at home occasionally | 81% |
| Association furnishes equipment for home use | 42% |
| **Job Sharing** | **11%** |
| **Outsourcing** | **68%** |

*(Source: American Society of Association Executives, http://www.asaenet.org/Publications/AMjuly96/7table8.html)*

## 2.4 Full-Time Employment

**2.4.1** Labour force statistics record that full-time employment in February 1998 rose by 84,000, a continuation of the trend that began in 1997. In the last twelve months, full-time employment rose by 4.2%, while part-time employment dropped 0.7 percentage points, to 18.4%.

*Private sector continues to create new employment* - With an increase of 451,000 new jobs (+4.9%), the private sector hiring has accounted for all the new growth of employment within the last twelve months.

*Manufacturing jobs on the increase* - over the last year, job growth in the manufacturing industry has increased by +7.3%; the business and personal services industry increased by +7.7%; and the wholesale trade employment increased by +6.0%. Retail employment fell slightly.

*(Source: Statistics Canada, Labour Force Survey, Employment and Unemployment, http://www.statcan.ca/english/Subjects/Labour/LFS/lfs-en.htm*

**2.4.2** A group of Ontario Progressive Conservative MP's - the *Red Tape Review Commission* - selected to review existing Ontario provincial laws, recommend significant revisions in the areas of *employment standards, pay equity, occupational health and safety,* and *human rights.* With the challenge that companies face today in order to compete and succeed in the global market, the need to adapt work schedules is becoming a key area for consideration. Therefore, the Commission proposes that the maximum work week be extended to 50 hours from 48 hours per week. This recommendation is a contradiction to a proposal of the *Advisory Group on Working Time and the Redistribution of Work*, which, in 1994, recommended a shorter work week with more leisure time for family needs and training. Many business organizations in Ontario support the increase in working hours per week which, they believe, would allow for easier scheduling during a company's busier times.

*(Source: Ontario Considers 50-HourWork Week. Canadian HR Reporter, February 10, 1997, p1)*

## 2.5 Part-Time Employment

**2.5.1** The article in the Applied Research Bulletin, *Payroll Taxes and Part-Time Employment*, compares the differences between the old Unemployment Insurance program and the new Employment Insurance program.

Under the Unemployment Insurance program, employers and employees did not pay unemployment insurance premiums when employees worked fewer than 15 hours per week for a single employer, earning less than $163 for the week's work. Labour has often complained that employers abused this by having many of their employees work less than the 15 hours per week. The Canada Pension Plan (CPP) operated in a similar fashion with no payment being required under the minimum earnings level.

Under the new Employment Insurance program, since January 1997, employment insurance premiums and CPP premiums are paid from the first hour of work and the first dollar earned.

In the report, Human Resources Development Canada (HRDC) report that the changes in the payment of insurance premiums and CPP will help to reduce the incidence of involuntary part-time work.

*(Source: Payroll Taxes and Part-Time Employment. Applied Research Bulletin, Volume 3, No. 2, Summer/Fall 1997, p8)*

**2.5.2** In the article, *The Bottom Line*, author Deirdre McMurdy, emphasizes to employers, who compete in both the global and domestic markets, that customers are willing to pay for prompt, courteous and informative services. Consumers can detect if employees believe they are part of the company team and whether they work full or part-time.

*(Source: Maclean's, Volume 110, No. 35, September 1, 1997, p48)*

## 2.6 Job Sharing

**2.6.1** The *two-for-the-price-of-one* (or job sharing) concept is becoming one of the most popular flextime arrangements acceptable both to employees and employers in certain organizations. Ernst & Young Management Consultants established a *Flexible Work Arrangements Database*, to assist its employees research the logistics of this concept with those who already use this method of working.

*(Source: Across the Board, The Conference Board Magazine, Volume XXXV, No. 1, January 1998, p63)*

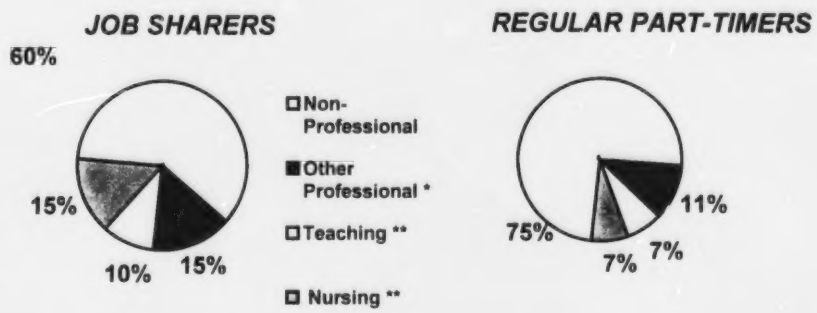
**2.6.2** In the Statistics Canada periodical, *Perspectives on Labour and Income*, the article on *Job Sharing* refers to the national data on this type of work option. The data was taken from the *1995 Survey of Work Arrangements*. The author of the article, Kathleen Marshall, compares job sharing positions with part-time jobs. Job sharing has been around since the 1970's, though the 1995 survey was the first time data was gathered at a national level on this topic.

The results indicate that, in 1995, 19% of the employed worked part-time - one in three women compared with one in ten men. Eight percent of the part-timers indicated that they job shared. The survey also concluded that over 50% of *job sharers* were aged 35 and over; 50% had graduated from college or university; 40% worked as professionals; and 50% had children

at home, compared with 40%, 37%, 25% and 35% respectively of *regular part-timers*.

The teaching and nursing professions make up 25% of all job sharing occupations. *Figure 2* provides a breakdown of the percentages of professionals versus non-professionals in both the job sharing and regular part-time categories.

***Figure 2 - Percentage of professionals versus non-professionals who job share or work part-time - 1995***




* *Includes managerial and administrative; natural sciences, engineering and mathematics; social sciences; religion; other medicine and health; and artistic, literary and recreational occupations*

***Qualified data*

*(Source: Survey of Work Arrangements 1995)*

The results of the survey show that 84% of those who indicated that they job shared, were women.

*Table 2* provides a breakdown by region of the job share and part-time figures. In the prairie provinces, 7% of part-timers indicated that they job shared, slightly less than the national figures of 8%

*Table 2 - Job Sharers and Regular Part-timers, by Region - 1995*

| *Location* | *All part-timers '000* | *% Distr* | *Part-timers '000* | *% Distr* | *Job Sharers '000* | *% Distr* | *as % of all part-timers* |
|---|---|---|---|---|---|---|---|
| **Canada** | **2116**[1] | **100** | **1935** | **100** | **171** | **100** | **8** |
| Atlantic | 142 | 7 | 133 | 7 | -- | -- | -- |
| Quebec | 484 | 23 | 429 | 22 | 55 | 32 | 11 |
| Ontario | 814 | 38 | 758 | 39 | 53 | 31 | 7 |
| Prairies | 376 | 18 | 347 | 18 | 28[2] | 16[2] | 7[2] |
| British Columbia | 300 | 14 | 268 | 14 | 27[2] | 16[2] | 9[2] |

*Distr = Distribution*

*[1]The total includes the 10,500 part-timers who did not state whether they job shared*
*[2]Qualified data*

*(Source: Survey of Work Arrangements, 1995)*

Marshall concludes that employers will continue to view job sharing and part-time work options as a means to retain valued employees and create a committed workforce.

*(Source: Job Sharing. Statistics Canada, Perspectives on Labour and Income, Vol. 9, No. 2, Summer 1997, p6, 75-001-XPE)*

## 2.7 Multiple Job Holders

Queen's University researchers are using the data from the *Survey of Labour and Income Dynamics (SLID)* to assess *moonlighters* - those with multiple jobs. The analysis will study the connection with gender, age, education, marital status, occupation, and family responsibilities. The results of the study will be published in a future Statistics Canada Perspectives on Labour and Income report.

*(Source: Statistics Canada, Perspectives on Labour and Income, Volume.9, No. 2, Summer 1997, p44)*

## 2.8 Overtime Hours

**2.8.1** With 14% of paid workers in Canada working overtime to the rate of 5.6 hours every week, the question arises, could some of the extra hours be channeled to create new jobs for the 1.3 million people unemployed? The general belief is that creating new jobs at regular salary would reduce unemployment without any net increase in labour or other costs.

In the article, *Less Overtime, More Jobs,* Diane Galarneau examines the potential of creating new full-time jobs from regular paid hours of overtime. Galarneau uses data from the 1995 survey of work arrangements and determines that this would create 169,000 new jobs, which in turn would, in 1995, reduce the overtime rate from 8.7% to 7.5%. In theory, Galarneau reports, this looks good, but there are a number of factors to consider. These are that:

- *many of the newly created jobs require high levels of education or specialization and therefore an unemployed person can not easily slot in to fill the position;*
- *full mobility of employees across Canada would be necessary - for example, that a created job in British Columbia could be filled by an unemployed person in Newfoundland;*
- *the assumption that employees who work overtime would be willing to reduce their hours to create a job for someone else;*
- *the reluctance of employers to create new positions could be a hindrance, because of the costs related to hiring and training new staff.*

Galarneau reports that the number of jobs created, if all overtime hours were eliminated, would amount to 93,000, when factors such as the qualifications for the specific positions, as well as not requiring the unemployed to move from province to province, are taken into consideration. The figure further reduces to the creation of 10,000 new full-time jobs created, if those who currently work overtime hours are willing to release the extra hours. According to Statistics Canada's *1995 Survey of Work Arrangements*, only 5% of the employed indicated a willingness to do so.

Galarneau concludes that job sharing and not removing overtime work, is a more successful way to reduce unemployment and eliminate job reduction due to downsizing and restructuring. Job sharing will not create new jobs

but is a measure to preserve the current jobs which could be shared by employees with similar education, experience and location.

*(Source: Less Overtime, More Jobs. The Worklife Report, Volume 11, No. 1, 1997, p1)*

**2.8.2** Don J. Mills, in his short article, *Overtime demands lifestyle adjustments*, writes that there are personal costs to consider when working overtime hours. Mills realizes that the money is good but questions if this off-sets the personal costs.

Mills provides the following guidelines to help employees better manage their time:

- *budget free time well. Look at things like negotiating with other parents to alternate trips to the day care centre;*
- *learn to say no when friends seek favours;*
- *rest adequately and don't overexert oneself at home;*
- *maintain energy level - a 15 minute workout of walking, running, or calisthenics increases one's energy level*
- *manage time and energy during the company's busy time.*

*(Source: Overtime demands lifestyle adjustments. HR Today, The Canadian Practitioners Journal of Human Resources Issues, Plans and Strategies, December 1996, p10)*

## 2.9 Flextime

Flexible work arrangements for bank employees are becoming the norm rather than the exception. In the article *Flex Appeal*, author Rosemary Collins reports that banks are changing and the new motto could be that banks "*...are encouraging employees to adjust work to fit within their lives.*" Collins alludes to the fact that the workforce in banks has many personal priorities to deal with, such as aging parents, teenagers, after-school care for children, and education upgrading. As early as 1991, flexible work arrangement policies and programs were developed at some banks, and since then other major banks have done likewise. The programs at the banks cover a variety of *flex work arrangements* that include *telecommuting, flextime, flexweek, job-sharing partnerships,* and *part-time.*

The Canadian Imperial Bank of Commerce (CIBC) estimates that, in 1996, about 28% of its 40,000 staff across Canada take advantage of flexible work arrangements, with flextime and part-time as the most popular. The figures

for the other major banks are similar. Reports from both management and employees at the banks indicate that flex work arrangements reduce stress levels. Statistics have shown that, with flex work arrangements, 'sick time' is reduced dramatically, from an average of six days to two days per year per employee.

Collins reports that flexibility in jobs meet many but not all personal needs. The National Bank has introduced another method of flexibile work arrangements - the *unpaid leave* option where employees may opt to attend to emergencies, such as personal psychological health problems or illness in the family, without having to resign one's position. The National Bank views this most popular method as not only a human resources issue but also a business one. In discussing flexible work arrangements, the National Bank's senior manager of staffing, Suzanne Girard, states that "Employee satisfaction is tied to customer satisfaction. In other words, a happy employee is better positioned to provide a positive client experience."

At the Toronto Dominion Bank, flex work arrangements are negotiated between the employee and the manager, rather than the employee and the human resources area.

The banks have forged ahead in support of flex work arrangements. The Toronto Dominion Bank has established a database that links employees who are interested in discussing the pros and cons of the flex work concept with other employees. The Royal Bank has established a 1-800 JOBLINE registry so employees can search for jobs to match the type of work arrangement suitable to their needs.

*(Source: Flex Appeal. Canadian Banker, May/June 1997, p12)*

## 2.10 Compressed Work Week

Mark Lurie is a strong proponent of the four-day work week. In his article *Working Longer? Where's the 4-Day Week?*, Lurie reports that governments, employers and employees would benefit from this concept. According to Lurie, a four day, 32 hour work week would result in employment for 1.3 million Canadians. Lurie cites Bruce O'Hara of the Canadian Center for Policy Alternatives, who proposes converting all salaried positions to hourly wages, which would eliminate unpaid overtime, and then charge a high tax for those who continue to work overtime above the 32 hours regular work week. O'Hara states that businesses would gain from the four day work week, with a reduction in employee job-related stress and absenteeism and diminished slack time on the job. O'Hara is of

the opinion that these changes would be offset by higher employment which would stimulate the economy by 5% rise in company profits.

Lurie alerts the readers to the fact that the above statements might only be theory, that the four-day work week might in fact encourage the workforce to take second jobs, and thereby aggravate the unemployment rates even further. Lurie cites Germany as an example of a country with its four-day work week policies and where accelerated job creation or higher productivity has not occurred, and Britain, with its flexible work regulations that make it more attractive for foreign investors, where the economy grew by 2.3% in 1996. Based on these statistics, Lurie believes that Canada will not introduce a nationally mandated four-day work week which could stifle profitability.

Employers, according to Lurie, are not in favour of the four-day work week because it could mean hiring more people and thereby paying out more in terms of individual labour costs and benefits. Lurie quotes Randy Dutka, KPMG Consulting Co. in Toronto, who states that even if employees work 80% of what they used to and earn 80% of their former salary, that benefits such as medical and dental care would not lessen per employee, and that if the companies hired more staff, then salaries and benefits would be an added expense.

Lurie uses Sony of Canada as an example. Sony of Canada ranks customer service as a high priority and indicates that it could not afford to go to the four-day work week unless its clients did so as well. The company states that if the person who can best serve the client is off, the relationship between company and client suffers and this could result in loss of business and thereby loss of profits.

Enthusiasts of the four-day work week state that this work arrangement would lesson employee sick and personal time and that workers will be less stressed and fatigued and more alert and productive while on the job.

Many organizations in Canada, according to Lurie, are studying greater flexibility in their working arrangements in order to retain its best employees and also attract desirable job candidates.

*(Source: Working Longer? Where's the 4-Day Week?, HR Today - The Canadian Journal of Workplace Issues, Plans and Strategies, August 1997, p6)*

## 2.11 Retirement

**2.11.1** The article, *Measuring the Age of Retirement*, used the data from Labour Force Surveys (LFS), dating back to 1976, to track the distribution age of employees at retirement. Dave Gower, author, in the preamble, poses the question *How does one decide who is retired and who is not - is it necessary to be in receipt of a pension, or can a person who has a part-time job still be considered retired?* The data for all labour force surveys are taken for 'certain points in time' and record those who a) consider themselves retired, b) are aged over 50, and c) did not work full-time in the half-year prior to or following the date of each survey.

Gower's analysis of the labour force surveys indicate that, in the late 1970's to mid-80's, the retirement age was 65. The federal government, in 1987, reduced the minimum age for collecting pension benefits, and therefore, for the years 1986 and 1987, the retirement age reduced to age 60. Since 1990, with company downsizing, government cutbacks and workforce adjustment, the retirement age has averaged at age 55.

Gower's article, *Measuring the Age of Retirement*, analyses two 5-year periods within the 1976-1995 years - the five years at either end of the data series. The data indicate that the retirement age in the latter period was 60-64, compared to the ages 65-69 in 1976-1980. In the under 55 age category, the percentage of retirees increased to 10% in the 1991-95 period from the 4% in the previous five year period.

In the 1990-1995 period, the data indicate that those employed in the public sector retire up to three years earlier than those in the private sector, and up to five years earlier than the self-employed. The data also show that the length of time employees work in a job is a significant factor in the age of retirement, since the longer employees contribute to pension plans, their retirement income accumulates.

The median retirement age in Saskatchewan dropped from 65.1 to 64.2 in the 1991-1995 period, which is higher than all the other provinces as well as the overall Canadian figures of 64.9 in 1976-80 and 62.3 in 1991-1995. Gower reports that there are many factors for the differences in retirement age, and his interpretation for Saskatchewan's high rate is the agricultural base. Those who work in the agricultural industry tend to be farmers who continue to work past the age of retirement.

*(Source: Measuring the Age of Retirement. Statistics Canada, Perspectives on Labour and Income, Vol. 9, No.2, Summer 1997, p11, 75-002-XPE)*

**2.11.2** Downshifting is the new buzz word, following downsizing and work-life balancing. Natasha Kerrigan, in her article *Downshifters : Unplugged from the Fast Lane* coins the word *downshifting* for those in the workforce who want to slow down so that they can upshift in other areas of their lives. Kerrigan blames corporate Canada for this shift in thinking, though acknowledges that this phenomenon is worldwide. Following the last five years of downsizing and re-organizing, many of those employees who had lost their jobs and considered also their loss of identity, now look at things differently and have adapted to this change in their lives. Also, many employees who survived downsizing now want more personal time and therefore are considering different working options - flexible time, job sharing and even sabbaticals. With this, Kerrigan reports that many corporations are nervous, because they want the remaining employees to remain loyal and work harder to keep the downsized company as successful as before.

The *downshifters* are scaling back on work, living with less disposable income, and being content with a simpler lifestyle.

Some companies are responding to *downshifting*. An example is the Vancouver City Savings Credit Union in British Columbia which allows employees to take unpaid sabbaticals from one to three years. The credit union reports that, since 1991, 8% of the 1,100 employees have exercised this option, with 67 being female. The Personnel Officer for the Credit Union explains that the employees know that they can take time off without jeopardizing their job with the company, though the employees are not guaranteed the same position with the same salary as they had prior to the sabbatical.

According to Kerrigan, *downshifters* currently only represent a small percentage of the Canadian workforce but this is a group that is growing, and corporations need to prepare.

*(Source: Downshifters : Unplugged from the Fast Lane. HR Today : The Canadian Journal of Workplace Issues, Plans and Strategies, July 1997, p26)*

**2.11.3** According to *Options 45+, An Employment Initiative (One Voice, the Canadian Seniors Network)*, the *baby boom* generation is often being forced into the retirement mode, and as they vacate their jobs, a much smaller generation of workers will be left to carry the workload.

By studying labour market trends, *Options 45+* indicates that many older employees have inadequate skills and outdated education and training. These employees need opportunities to upgrade their skills in order to meet the employment requirements of the future. Some employers are reluctant to invest training dollars for older employees. *Options 45+* disagrees with this thinking and reports on studies which reveal that workers in the 45+ category are more loyal to their employers and therefore the turnover rate is quite low and that these employees are quite capable of learning and applying new skills.

Solutions to combat the loss of the older employee base, according to *Options 45+*, would be for employers to provide (i) incentives for older employees to encourage and permit them to remain in the workforce for a longer period; and (ii) upgrading and lifelong learning programs for the younger employees so that they continue to be productive throughout their full career.

*(Source: Awareness Kit, Options 45+ - An Employment Initiative, January 1998)*

**2.11.4** *Early retirees slow Economic Growth in the USA* - Alan Reynolds, Hudson's director of economic research, states that if the current trend of U.S. workers beginning to collect retirement benefits at age 62 continues, there could well be a labour shortage that will "cramp economic growth in the twenty-first century". Reynolds highlights that the percentage of those aged 65 and over will increase by 60% in the twenty-five year period to 2020, whereas those aged 18 to 44 will only increase by 4%. To encourage the older worker to remain in the workforce, Reynolds encourages the development of policy reforms, such as,

- *tax half of all social security benefits, regardless of income;*
- *provide 8% larger benefits for each year beyond 65 that a worker does not collect social security;*
- *permit workers nearing retirement to negotiate compensation packages that may include a lower salary with greater health-care benefits.*

*(Source: Demography : Early Retirement Slows Economic Growth , The Futurist, Volume 32, No. 3, April 1998, p14).*

## 3.0 ALTERNATES TO EMPLOYMENT ARRANGEMENTS

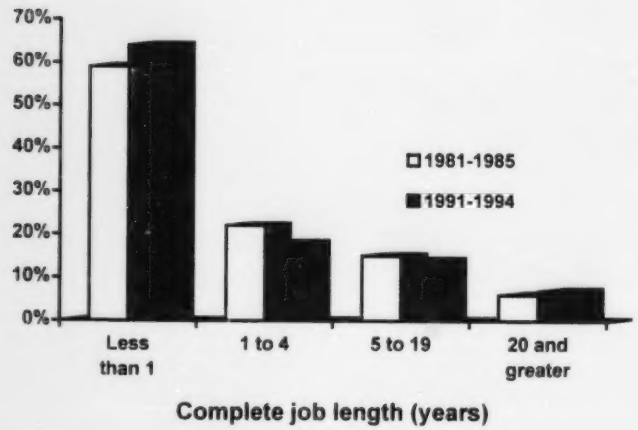
### 3.1 Job Stability

In the periodical *Perspectives,* Statistics Canada, summarizes an article written by Andrew Heisz for the Canadian Economic Observer, titled *Changes in Job Tenure.*

Heisz emphasizes that the traditional steady, long-term employment is becoming less and less the norm. Labour analysts believe that employers are tailoring the jobs to respond to the fluctuations in demand, and are hiring skilled employees on a short-term basis, when needed.

Heisz reports on the results of a Labour Force Study (LFS) which tracked jobs for the period 1976 to 1994. The study reports that, though the length of jobs varied from a low of 3.0 years in 1991, to a high in 1994 of 4.9 years, the average duration of a job between 1976 and 1994 was 3.7 years. Of significance, according to Heisz is that, between the periods 1981-85 and 1991-94, the jobs in the 1-5 year category dropped from 21% to 16% and jobs that lasted less than one year increased from 59% to 64%, as indicated in *Figure 3.* The increase in the proportion of short-term jobs combined with an unchanging rate of long-term jobs represents a polarization of jobs.

***Figure 3 - Comparison of Short-term jobs between 1981-1985 and 1991-1994***




*Source: Labour Force Survey*

Despite the changes in the distribution of job tenure, Heisz reports that the average job duration for most groups remained steady during the survey period, with the exception of the following:

- for workers aged 45-54 and 55-64, the average job length fell by 0.8 years, or 9.5 months between 1981 and 1994;
- workers in the Atlantic provinces experienced a decline in the average job length of 0.5 years;
- the length of jobs increased for workers in the business and personal services industries towards the end of the period, by 0.7 years.

The study indicates that for each age group, it is very probable that a 10 year old job would last a further 5 years. For example, in the years 1981-85 and 1991-94, 73% of 10 year old jobs started by workers when they were aged 25-34, lasted an additional 5 years.

Heisz reports that long-term jobs held by workers in certain industries have become less stable. For example, in the manufacturing or trade industry, the probability that a 10 year old job would stretch to 15 years, declined by 4% and 10% respectively. Yet in the community services or business and personal services industry, the probability rose by 3% and 9% respectively.

Heisz concludes that firms seem to be using a core of long-term employees for their jobs, which leaves many other Canadian workers with less stable jobs.

*(Source: Changes in Job Tenure. Statistics Canada, Perspectives on Labour and Income, Volume 8, No. 4, Winter 1996, p31., 75-001-XPE)*

## 3.2 Contract Employment

**3.2.1** Working not only provides us with a source of income but also is our self-actualization of what we want to do with our lives and who we are as human beings. In the article *Defining the Difference - Employee or Independent Contractor,* Peter Bowal, writes that people are known more for the work that they perform in life, than by their status or activities. Bowal emphasizes that employment and the workplace has changed through the years. The old model, of a lifetime of employment with one company has been replaced with a model that "...emphasizes lifelong learning, marketing one's skills and abilities, short-term contract opportunities, ingenuity, retirement planning, the virtual office, niches and core competencies, flexibility, and consulting." Bowal emphasizes that both the worker and the nature of the work performed carry legal consequences and

therefore it is imperative that each one understands to which category he/she belongs.

There are both provincial and federal statutes which apply to the employment relationship. Provincially, these are: *employment standards, workers' compensation, labour,* and *occupational health and safety* statutes. Federally, the statutes are, *employment insurance, pension plan, income tax legislation* and *copyright.* Legally, there is a distinction between an employee and a contract worker and these stem from the *income tax law.* This law examines the differences between the worker and the source of income.

Outlined in *Table 3* is the legal interpretation of the differences between an employee or business person selling services, and a contract worker:

***Table 3 - Legal Distinction Between Employment and Contract Work***

| | *Employment* | *Contract Work* |
|---|---|---|
| **Parties** | Employees as individuals | Contracts for services may be between individuals and/or commercial firms |
| **Duration** | Usually ongoing and indefinite | Usually short term for specific tasks requiring specialized skills |
| **Integration into the Business Organization** | Employees are fully integrated into the business operations - evidenced by input sought, attendance at meetings; employer has some sense of moral obligation to employees and their expectations and needs | A visitor with usually no integration into the business operations beyond what is necessary for the specific task being completed; there are a few legal and moral obligations to the independent contractor apart from what are contained in the contract |
| **Ownership of the means and equipment necessary to do the work** | Equipment and other requirements to do the work is furnished by the employer | Independent contractor owns and uses own equipment; space on site may be provided for the duration of the contract |

| | | |
|---|---|---|
| **Exclusivity and Loyalty** | No conflict of interest or competition with employer | Confidentiality may be contracted |
| **Control and Supervision** | Employee is under direct and continuous control of employer | Contractor is engaged in order to achieve an objective. Little or no payer control over performance |
| **Remuneration Method** | Regular pay cheque - including deductions governed by governments | Invoice payment for work completed |
| **Termination of the Relationship** | Fixed term - the relationship expires at the end date; Indefinite - the employer or employee can end the employment by giving the other party reasonable notice of termination | Ends upon completion of the task, without notice by either party |

*Extracted from larger table*

With the new model of employment identified above, Bowal emphasizes that this will mean increases in payroll costs and legal obligations for employers, as well as taxes, payroll deductions and employment uncertainties for employees. Bowal reports that a more flexible out-sourcing structure will become the norm in social practice and to meet these needs governments will have to develop a new set of operating objectives.

*(Source: Defining the Difference : Employee or Independent Contractor. LawNow, June/July 1997, p9)*

**3.2.2** According to research conducted at Queen's University, *contract employment* is a growing trend, but few employers have policies dealing with this concept. Businesses look at the direct cost of contracting out work and not at potential tax liabilities, or quality and service problems.

In order to review independent contractor arrangements, Revenue Canada uses the following four-part test, developed by the legal system, which determines whether the contractor should be considered an employee or a contractor:

*i) how much control or supervision does the employer have;*

*ii) how integrated is the contractor into the employer's business;*

*iii) what profit/loss risk does the contractor take;* and

*iv) who provides the tools to perform the work.*

*(Source: Contracting too vital to be completely ad hock, http://205.233.215.4/lib/hra/ont12.html#f)*

**3.2.3** In the article *Contractors become fixture in workplace,* author Chris Knight reports the results of a *1996 Contract Personnel Survey* conducted by KPMG Consulting. The survey questioned 400 organizations in Canada on the use of contract workers. The results indicate that 48% of the companies now hire more employees on contract basis than three years ago. The KPMG consultant involved with the survey reports that companies are moving into a *project orientation* mode, rather than the *process orientation* thinking of the past. The results of the survey indicate that some of the reasons for the increase in contract work are: *an increase in project-based work, reluctance to hire more permanent staff, and changing skill requirements.* Of the companies surveyed, 62% report that personnel working in the information systems areas were the most likely to be working on contract bases. With the increase in the number of contract workers, the report identifies that companies' human resources divisions should review their compensation and benefits policies.

*(Source: Contractors become fixture in Workplace. Canadian HR Reporter, October 21, 1996, p14)*

## 3.3 Telecommuting

**3.3.1** *Telecommuting* is one of the new workplace realities of the '90's. Anna Maria Moscardelli in the article *Telecommuting : The New Workplace* outlines the advantages and disadvantages of telecommuting, both from the perspective of the employer and employees.

*The advantages for each are:*

| **Employers** | **Employees** |
|---|---|
| improvements and increases in productivity | reduced commuting time |
| larger labour pool from which to tap | flexibility to co-ordinate work schedules with personal and family priorities |
| major costs savings in office space and parking on personal productivity times | increased ability to capitalize |
| decline in employee absenteeism | increased savings in expenses, such as travel, office, wardrobe, and lunches |
| | increased balance between work and personal lives |
| | reduced stress |

*The disadvantages to both are:*

| **Employers** | **Employees** |
|---|---|
| loss of direct control over employees | distraction may lead to reduced productivity |
| | disconnecting the communication lines between work and home |
| | isolation and exchange of ideas with others |
| | negative impact on career and promotion opportunities |
| | risk of being seen as independent contractor |
| | tend to work longer hours |

Employers and employees should be aware of the legal implications with the establishment of a *telecommuting* arrangement. These are *the application of employment standards legislation; insurance needs such as Workers' Compensation, Liability and Equipment Insurance; compensation for use of house and related expenses; zoning regulations; labour relations,* as well as *health and safety issues.*

Moscardelli emphasizes the need to establish a telecommuting agreement between the employer and employee, and stresses several areas which should be considered in the agreement. These are: *Application of Employment Standards Legislation; Workers' Compensation; Liability and Equipment and Insurance; Compensation for use of House and Related Expenses; Zoning Regulations; Labour Relations; Health and Safety.*

*(Source: Telecommuting : The New Workplace. LawNow, June/June 1997, p13)*

**3.3.2** Neville Nankivell, the editor-at-large of the Financial Post, states that the trend in non-standard work arrangements is growing and there is no need for concern on the part of employers, employees, labour or government. Nankievell reports on the study, commissioned by the Canadian Chamber of Commerce, which states that, in 1996, there were 400,000 teleworkers and that the figure could increase to one million by the turn of the century. There are many benefits both to employers and employees for this type of work arrangement, such as, non travelling time, flexibility in working hours, real estate space and costs, less time off due to illness. Nankivell reports that other very popular work arrangements are flextime, job-sharing, part-time, self-employment, temporary work and contract work. According to the 1996 Chamber of Commerce study, the number of people employed on a contract basis has grown substantially and now involves 88% of firms in the private-sector. According to Nankivell, the non-standard work arrangement is "... a good trend that provides wider employment options and good opportunities for individuals. This is a far better outcome than rigid, non-flexible labor markets that result in higher unemployment."

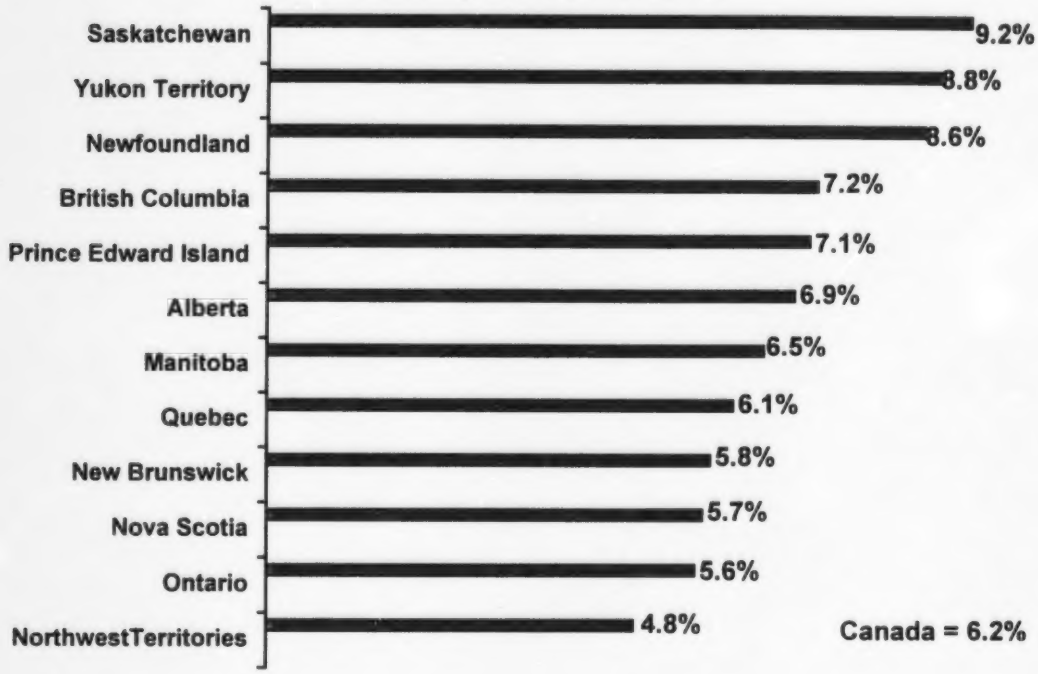
*(Source: "Alternative work setups win approval" The Financial Post, January 29, 1998)*

**3.3.3** Richard Nadwodny, in his article *Working at home*, reports that technological advances are one of the reasons for the increase and success of Canadians performing their work duties from their homes.

Nadwodny, using data from Census 1991, states that 1.1 million employed Canadians worked from their home. *Figure 4* identifies the provincial percentage of the *work at home* employees.

It is significant to note that Saskatchewan has the largest percentage of *working at home* employees, at 9.2%, while the Canadian average is 6.2%.

***Figure 4 - Percentage of employed labour force[1] working at home in 1991 - provincial breakdown***




[1] *Excluding agriculture*
*Statistics Canada 1991 Census of Canada, extracted from larger table*

*(Source: Working at home. Statistics Canada, Canadian Social Trends, No. 40, Spring 1996, p16)*

## 3.4 Self-Employment

**3.4.1** Between 1981 and 1991, the percentage of people working at home for pay increased much faster (by 40%) than the growth of employed labour force at 17%.

Between 1981 and 1991, the number of women working at home for pay increased by 69%, compared with an increase of 23% for men.

According to the *1995 Survey of Work Arrangements*, one million Canadians work at least part of their work week at home.

*(Source: Statistics Canada, Recent Trends, http://www.statcan.ca/english/freepub/92-125-GIE/html/pla/htm)*

**3.4.2** According to the second annual *Workplace Survey* by the Royal Bank, self-employment isn't for everyone. The article *The Satisfactions of Self-Employment* highlights that, in 1997, 18% of the total Canadian workforce indicate that they are self-employed. This is an increase of 2% from 1996.

The results of the survey report that *satisfaction* is the key reason Canadians chose the self-employment option, though interviewees state that *the hours can be long, the money is good but not always great,* and *the stakes are high (both personally and financially).* On average, the self-employed work 43 hours a week plus an additional 14 hours overtime, compared to the 40 and 10 hours respectively, of those who work for an employer.

The results of the workplace survey, conducted at the end of August 1997, reveal that *family* is an important issue with the self-employed. Also, the results indicate that 89% of interviewees report that they decide how they do their jobs and when they start and end their days, compared to 67% for the non self-employed.

*(Source: The Satisfactions of Self-Employment. The Worklife Report, Volume 11, No. 1, 1997, p7)*

**3.4.3** Robert A. Parker, in his article *Can I make it on my own?*, reports on discussions he had with five entrepreneurs who had left staff positions to set up businesses on their own. Parker provides the reader with a synopsis of the advice the entrepreneurs give on 'going into business for oneself'.

The entrepreneurs highlight how they coped with *money, transition to boss from staff member, entrepreneurial temperament; dealing with clients,* and state that going into business for oneself means:

- *an immediate drop in cash flow and the reduction or loss of benefits, as well as the need to spend funds for new equipment;*
- *adjustment to crazy hours of work;*
- *making decisions for oneself instead of taking direction from a boss;*
- *to be self-reliant and self-disciplined, and meet deadlines;*
- *to be outgoing and build up network groups of people who work in the same field, as well as a client base.*

Of the five entrepreneurs Parker interviewed in 1996, four were still in business one year later.

*(Source: Can I Make it on My Own? Communication World, Volume 14, Number 3, February 1997, p39)*

**3.4.4** William Bridges, author of *Creating You & Co. - Learn to Think Like the CEO of Your Own Career*, reports that jobs as we know them today are just about extinct and it won't be long before the job market will consist of contractors, temps, part-timers and vendors. To prepare ourselves for this evolution, Bridges emphasizes that we need to "*de-job and sell our work as personal products and services.*" To do this, one needs to become multi-skilled and focus on what one likes to do and do well, rather than forcing oneself to do something unnatural. The one-person company must be executive, marketer, manager, technician, labourer, and performer. According to Bridges, the marketplace will be very competitive and success one year does not guarantee the same income from one year to the next. Bridges' motto is *Adapt or Die.*

*(Source: How to Stay Alive After Jobs are Dead, The Futurist, Volume 32, No. 3, April 1998, p37)*

**3.4.5** Self-employment is frequently referred to as the *engine of employment growth in the Canadian economy.* Much of that growth has been attributed to the creation of small business. Gary L. Cohen, in his article *Women Entrepreneurs*, explains that the expansion to self-employment is one of two factors:

- the shift to a service economy; and
- business opportunities that have arisen as a result of privatization by governments and contracting out work.

In 1976, those who were self-employed in the non-agricultural industries represented 9% of the 9.3 million workforce. By 1994, the figures had increased dramatically to 14% of the 12.9 million workforce.

In 1976, women accounted for 25% of all entrepreneurs in Canada and in 1994 that figure had increased to approximately 34%. In the same timeframe, the rate of those self-employed, as a proportion of the total employed, rose from 6% to 10% for women and 11% to 17% for men.

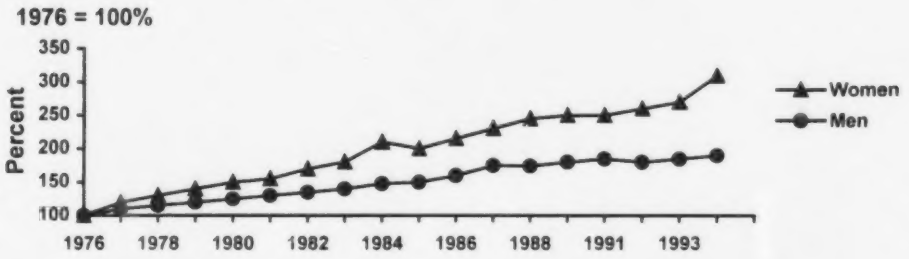
Self-employment encompasses a broad spectrum of activities, many of which are not related to formal education. According to Cohen, the educational attainment of self-employed women is similar to those of

female paid workers. In 1994, 19% of self-employed women had a university degree, compared to 18% of paid workers. However, self-employment was much higher in women who did not complete high school (16%) than among those who had higher levels of educational attainment (10%).

In 1976, according to the Labour Force Survey, more than 50% of self-employed women were employed in the amusement, recreational, personal and household services, and another 22% were employed in the retail trade. By 1994, these figures had decreased to 35% and 17% respectively, because of slower-than-average employment gains in these industries. Also, in 1994, only 7% of self-employed women and 12% of female paid workers were employed in the non-agricultural goods sector, which includes fishing, forestry, mining, manufacturing and construction.

Cohen's report compares the growth of women as entrepreneurs to men over an 18 year period, 1976 - 1994, as shown in *Figure 5.*

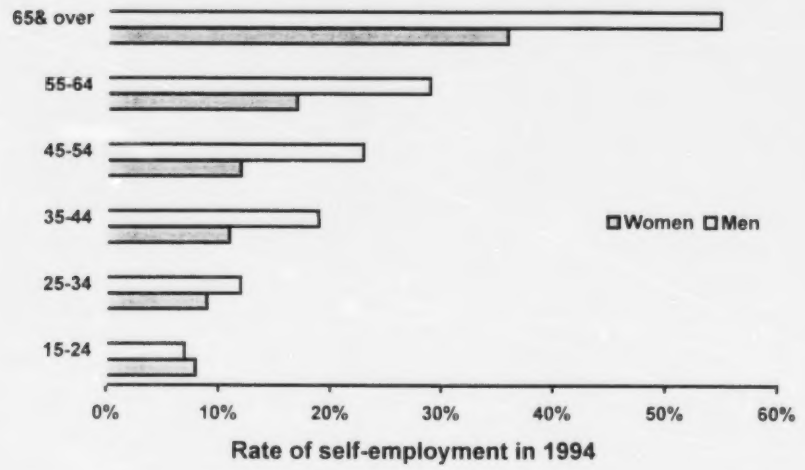
***Figure 5 - Increase in self-employment rates for women and men between 1976 and 1994***




*Source: Labour Force Survey*

The self-employed are generally older in age, since, according to Cohen, younger workers have not gained the experience, resources and skills necessary to venture into self-employment. The rise in self-employment, by age, is higher for men than women, as *Figure 6* indicates. For instance, in 1994, 8% of the self-employed women and 12% of the self-employed men were in the 25-34 year old age category, 12% of women and 23% of men were in the 45 to 54 year age category, and 36% of women and 55% of men were in the 65 and over age category.

***Figure 6 - In 1994, the self-employment rates, by age, differ less for women than men***




*Source: Labour Force Survey*

*(Source: Women Entrepreneurs. Statistics Canada, Perspectives on Labour and Income, Volume 8, No. 1, Spring 1996, p23, 75-001-XPE)*

## 3.5 Small Business

New jobs in Canada are opening up in the small business sector rather than in the large corporations. Perry J. Greenbaum, author of the article *Canada's Hiring Trends - Where will Canadian jobs come from in the next millennium?* reports that the job growth and strength in companies with less than 200 employees has been consistent for the last five years. Greenbaum states that, in the 1980's, small business in the country created 87% of the total new jobs in Canada. This trend continued throughout the 1990's.

Employees in small corporations are required to be more hands-on skill specialists. The Executive Director of National Affairs for the Canadian Federation of Independent Business in Toronto, Garth Whyte, states that there is a shortage of qualified labour in Canada. Whyte's facts are taken from a survey of small business owners conducted in New Brunswick, Prince Edward Island and Quebec, which indicates that there are lots of candidates in the marketplace looking for work, but the small business sector is being very selective and looking for skilled people who are results-oriented. Most jobs of the future in small business will be in the high technology fields.

Though small business is creating the bulk of jobs in Canada, Greenbaum states that Statistics Canada's 1996 unemployment rate is 9.4% . The percentage figure is very deceiving because only those who are 'actively looking for work' are counted. The figure would be closer to 20% if those who had given up searching for work were considered - the figure would then be three million persons not working in Canada. The 20% figure includes the unskilled or those who might be out of touch with today's marketplace reality.

*(Source: Canada's Hiring Trends : Where will Canadian Jobs Come From in the Next Millennium?*
*HR Today : The Canadian Practitioners Journal of Human Resource Issues, Plans and Strategies, July 1996, p4)*

### 3.6 Underground Economy

Bill Rodgers, on the CTV News, reports on the *Underground Economy* - the construction and home renovation business that is conducted on a cash only basis with no reporting to Revenue Canada. Rodgers spoke with Collette Gentes-Hawn of Revenue Canada, who explains that 13,000 audits in the last few years has netted $165 million to Revenue Canada in unreported taxes. In the recent *Budget Speech*, Finance Minister, Paul Martin, introduced a program that mandates contractors to report all monies paid for contract work - who was paid and how much was paid. Joe Maloney, President of Construction Trades is in favour of the program, but Harold Kuehn, a contractor, states that the program will not touch the underground economy. Rodgers reports that, since 1993, enforcement by the taxman has found $2-3 billion in extra taxes.

*(Source: Underground Economy. Rodgers,Bill. CTV News, March 4, 1998)*

## 4.0 FAMILIES AND WORK

### 4.1 Women in the workplace

**4.1.1** In the article, *From the Kitchen Table to the Boardroom Table : The Canadian Family and the Work Place*, conducted by the Vanier Institute of the Family, states that each year the average Canadian family, with an income of $56,000, must work an extra 25 weeks just to cover basic family needs, and therefore the dual income family is very much the norm today. The article reports on the results of a study of workplace and family issues on Canadian employees and employers. The results state that workplace and family life issues are still separate, and as long as this continues, many

workplaces won't be sympathetic to nor recognize an employee's family responsibilities. Robert Glossop, Executive Director at the Vanier Institute, reports that, currently many workplace policies respect the 1950 and 1960 era. He quotes "Thirty-five years ago the labor profile was typically males in their thirties, ... Now, the dual wage-earners are here to stay but as a society we haven't responded to the very different demands they entail." In the article, Glossop indicates that the current family-workplace relations are established and workplaces need to recognize this and act accordingly. A follow-up report by the Vanier Institute of the Family, which will highlight family-friendly policy suggestions for both employers and employees, will be published shortly.

*(Source: "Duel-income couples tax workplaces : report" The Star Phoenix, February 11, 1998)*

**4.1.2** In the article, *Are you time crunched?*, Judith Frederick begins by comparing the life many Canadians share with the white rabbit in *Alice in Wonderland*, that of always being in a hurry. To support her theory that women are more stressed than men, Frederick refers to the results in the 1992 General Social Survey (GSS) when many Canadians indicated that they experienced stress as a result of time commitments.

The CSS survey asked participants to respond to a number of time crunch statements which would indicate a level of stress. An example of the statements were: *When I need more time, I tend to cut back on my sleep;* or *I feel that I'm constantly under stress trying to accomplish more than I can handle.*

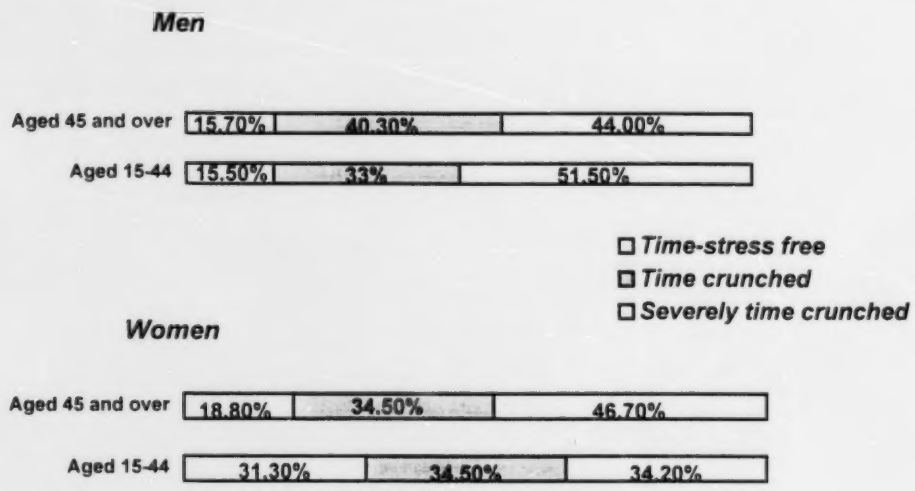
The results of the survey reported that, across all age categories, about 45% of women and 41% of men agreed with four or more of the statements. Also, 16% of women and 12% of men agreed with at least seven of the 10 statements, which indicates they are severely time crunched.

The results also indicated that dual-income parents, especially mothers, feel the time crunch more than any other category. Twenty-eight percent of working women in dual income families reported being severely time crunched, compared to 16% of male counterparts. With more and more women entering the work force, the predictions are that Canadians will continue to experience stress and be 'pushed for time' for many years to come. An explanation for the significant differences between female and male stress levels in dual-earner families, is that women continue to have the major role in caring for children and home. The stress levels decrease as

children mature and leave home. *Figure 7* indicates the percentage of full time dual earners and their levels of time crunch stress, according to the results of the 1992 General Social Survey.

Frederick encourages families and employers to create solutions to lessen time crunch stress among Canadians.

***Figure 7 - Percentage of full time dual earners affected by time crunch stress, 1992***




*(Source: Are you time crunched? Statistics Canada, Canadian Social Trends, No. 31, Winter 1993, p6)*

**4.1.3** An article in the *Canadian Social Trends Winter 1993 edition*, the *Dual Earners, Who's responsible for housework*, author Kathleen Marshall begins her report by stressing that, in 1990, the 71% of dual earner couples with children under 19 is a significant increase from the 30% of the same cohort in 1970. Marshall reports that in the 1990's, husbands in the 'working full-time dual earner' families take a greater share in the domestic chores at home, than do husbands where the spouse is working part-time or not participating in the workforce. Though husbands are sharing in the housework, only 10% of dual earning couples working full-time share equally in this responsibility with their spouses. Marshall used data from the *1990 General Social Survey* (GSS) which indicated that the percentage of husbands sharing with the household chores tended to be most prevalent among younger, well-educated couples with few children. Another factor in the sharing of home responsibilities is the relationship between home

responsibilities and income. As the woman's income increases, the level of responsibility for the household chores decreases.

In a random sample of households across the country, the *GSS* interviewed 13,500 people aged 15 and over. The results of the survey clearly state that there is a traditional division of labour in a household. Women continue to have sole responsibility for housework, whereas men continue to have responsibility for repairs, outside work and maintenance around the house.

Couples with young children and working full time, according to Marshall, express guilt that they do not have a lot of time for family activities.

Marshall ends her report with a statement that as women continue to juggle employment, household chores and family time, there is "... limited time for professional or personal development."

*(Source: Dual Earners : Who's responsible for housework? Statistics Canada, Canadian Social Trends, No. 31, Winter 1993, p11)*

**4.1.4** Some workers believe that, in many corporations, there are different standards for employees with young children. Employees without children are of the opinion that companies view *family life* and *personal life* as two separate entities. In the article, *No Kids? Get Back to Work*, Michele Picard identifies some childless workers who are resentful for the special concessions awarded workers with children. The concessions include - *parental leave, flexible work hours, day care centers, child-care reimbursement accounts, family health care*. Many employers would deny this.

Data from the U.S. Bureau of Labor indicates that, in 1996, 38% of all American workers support children who are under the age of 18. Therefore, the concessions mentioned above are for this group, the minority of workers. A company in Illinois surveyed all employees to ascertain how well its work-life program was being received and was surprised to find that the program was not as successful as the company had believed it was. Forty-two percent of those employees who said they were looking or had looked for other jobs, cited struggles between home and work as a reason. Interestingly enough the majority were either childless married or non-married employees. Picard cautions companies not to assume that there are no problems. Childless employees often don't grumble for fear they would be considered complainers or anti-family.

The *Conference Board*, in a study, surveyed employees of 78 large U.S. companies and was surprised to find that 58% of those surveyed believe that childless couples are resentful of the benefits given to co-workers with children.

Many corporations have introduced flexible working schedules for employees with children - such as telecommuting - but Picard reports that often benefits such as this pit one group of employees against another. The childless employees don't want the benefits taken away from those employees with family responsibilities. Many employees would encourage companies to set up a menu of benefits and employees can pick and chose the ones they wish to be made available to them. Picard highlights corporations, such as Quaker Oats and Eastman Kodak that already offer a variety of benefit perks to employees including *personal leaves, tuition assistance, benefits menus, extensive wellness programs, employee-assistance, support groups, adoption assistance, student loans,* and *on-site health clubs.* Picard states that it is important for all employees to feel they are being treated fairly and, therefore, encourages human resources divisions to do some research in the area of developing a menu of benefits.

*(Source: No Kids? Get Back to Work. Training : The Human Side of Business, Volume 34, No. 9, September 1997, p33)*

**4.1.5** Tema Frank, a human resources communications consultant, in the article *Workload puts bind on family-friendly policies*, recognizes that a good majority of companies have developed programs and policies to help employees balance work and personal commitments. With the pressure from management though, to work harder, longer, faster, many employees are reluctant to take advantage of these programs, fearful that their jobs, or advancements in their careers, would be hampered. In a recent employee opinion survey at Maritime Life, over 40% of respondents report that the heavy workload, overtime expectations and problems in arranging back-up support, are barriers to balancing their work and personal lives and the use of flex time work arrangements.

Frank states that employees' pressures and fears about workloads and taking time off work for personal needs has led to an increase in work time lost due to stress and anxiety levels, as well as a decrease in commitment to the employer. Linda Duxbury, business professor at Carleton University states that "People are very concerned that if they complain, they'll be the next ones downsized out of a job."

Author Frank encourages organizations to reduce workloads to a level that enables employees to balance work and home.

*(Source: Workload puts bind on family-friendly policies. Canadian HR Reporter, September 23, 1996, p14)*

**4.1.6** According to data from *Statistics Canada Census 1991*, two-thirds of mothers with children at home were in the labour force. Ron Logan and Jo-Anne Belliveau, in the article, *Working Mothers*, report that though increased flexibility in working arrangements and the availability of child-care services is an important factor for the increase in the percentage of women working full-time, there may be other factors, such as economic necessity.

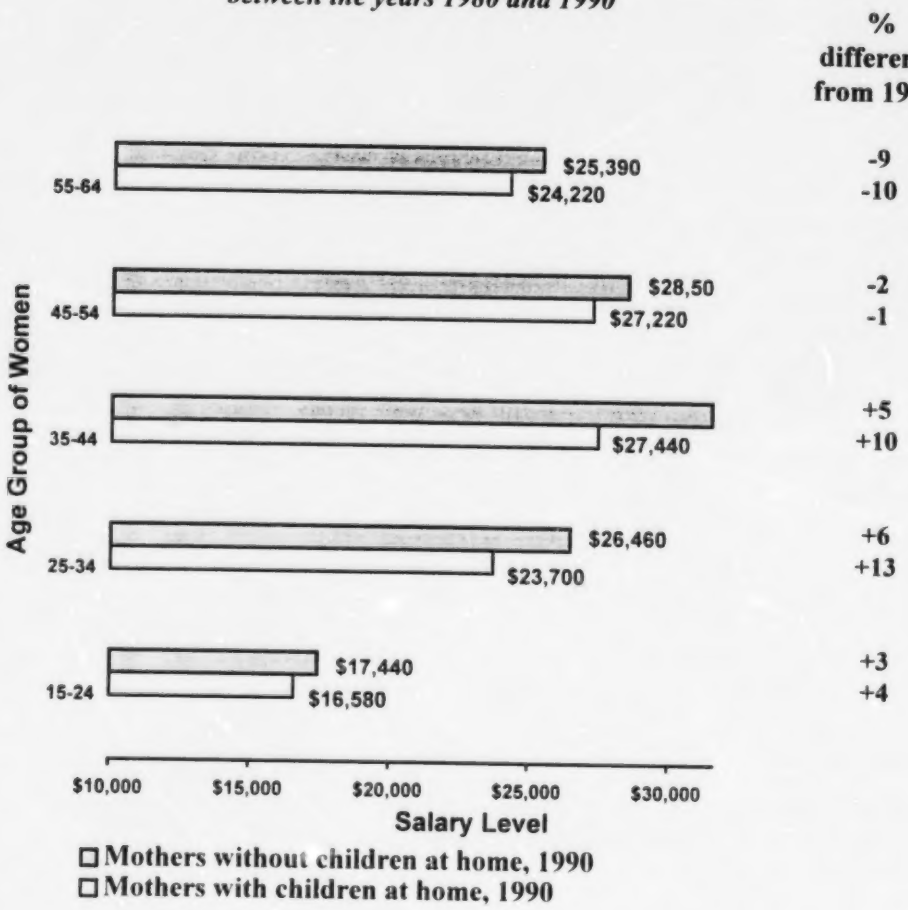
Logan and Belliveau, using the data from *Census 1991*, report that, in 1981, 52% of women working with children at home were in the labour force, which accounted for 45% of all working women. Both figures increased to 68% and 49% respectively by 1991.

In 1991, the rate of working mothers with at least one child at home under six years of age increased by 18% (to 66%), from 48% in 1981. The largest increase in participation rates was in the age category 35-44. Of the 360,915 mothers with a least one child under age 6, 69% were working. This is an increase from 47% of the same cohort in 1981.

Though self-employment for mothers with young children increased in popularity than for women without children at home, surprisingly, the figures are not significant. For example, in 1991, 7.5% of mothers with children under six, and 7.6% of women with children aged six and over, were self-employed, compared to 5.5% and 6.3% in 1981.

In 1991, the percentage of women, with or without children, in managerial positions in the workforce, had increased by 10%. The data from the survey indicated that a father's earnings exceed those of all men, whereas a mother's salary was lower than among those women without children. *Figure 8* compares the 1980 and 1990 earnings of mothers working full time.

*Figure 8 - Comparison of earnings[1] of mothers working full time between the years 1980 and 1990*




*[1] Annual average earnings of women working full-time for 49-52 weeks*
*2 Difference was calculated using constant 1990 dollars*

*Adapted from Statistics Canada, Census of Canada table*

*(Source: Working Mothers Statistics Canada, Canadian Social Trends, No. 36, Spring 1995, p24)*

## 4.2 Unpaid Work

**4.2.1** Lee Grenon and Barbara Chun, researchers for Statistics Canada, used data from the 1995 Survey of Work Arrangements (SWA) for their article on non-permanent paid work. Statistics Canada records non-

permanent work as a job that will end on a pre-determined date or upon completion of a project, and includes term positions, casual work, seasonal work and contract work.

Grenon and Chun state, that in 1995, 87% of Canadian paid workers were employed as permanent employees and 11% described their primary job as non-permanent. Those workers with non-permanent jobs included men and women of all ages, all levels of education, and all occupations. The writers determined that job permanence did not appear to be related to the employee's hourly rate of pay, but rather to the number of hours worked each week.

The writers report that, in November 1995, Newfoundland had the highest percentage of a non-permanent workforce, at 26% of all paid workers, and British Columbia had the lowest, with 9%. Each of the three prairie provinces had a percentage of 11%, which is comparable to the Canadian rate.

According to the results of the survey, higher rates of pay and more hours of work were offered with permanent jobs. The average weekly earnings of workers with non-permanent jobs was 55% less than those with permanent jobs -*Table* 4.

***Table 4 - Average Earnings of non-permanent workers in 1995***

| | ***Permanent Jobs*** | ***Non-Permanent Jobs[1]*** |
|---|---|---|
| *Hourly rate of pay ($)* | *15.39* | *12.70* |
| *Usual weekly hours worked* | *36.9* | *27.2* |
| *Weekly earnings ($)* | *579* | *374* |

*Source: Survey of Work Arrangements, 1995*
*[1] Excludes seasonal workers and those who did not describe their type of non-permanent jobs.*

*(Source: Statistics Canada, Perspectives on Labour and Income, Volume 9, No. 3, Autumn 1997, p21, 75-001-XPE)*

**4.2.2** Statistics Canada, in the report *Households' Unpaid Work : Measurement and Valuation,* defines *unpaid work* to include volunteer work and helping others - family and friends. The following highlights of the findings in 1992 in the report are:

- *household work accounted for about 95% of unpaid work, yet formal volunteer work and helping out friends, relatives and neighbours amounted to the equivalent of over 730,000 full-year, full-time jobs;*

- *Canadians spent 25 billion hours on unpaid work;*

- *the percentage of women involved in unpaid work decreased from the figures of 1962, while the percentage of men increased within the same timeframe;*

- *the share of unpaid work performed by women accounted for over two-thirds of unpaid work hours, or 16 billion hours.*

*(Source: Statistics Canada, Perspectives on Labour and Income, Volume 8, No. 1, Spring 1996, p55, 75-001-XPE)*

## 4.3 Balancing Work and Family

The Balancing Work and Family Task Force in Saskatchewan, established in October 1997 by Premier Romanow, wants to help Saskatchewan people work together to develop changes to strengthen the relationship between work and family. There are many challenges facing the Saskatchewan population as the new millennium approaches. In a paper prepared by the task team, *Balancing Work and Family - A Key Challenge as We Enter the New Millennium*, the authors identify that Saskatchewan residents *have worked hard and effectively to both earn a living and support our families.*

The task team is aware that public participation and input is critical for the success of the project. Therefore, the team is about to embark on a series of public meetings throughout the Province of Saskatchewan in order to receive comments and input from the residents.

The task team also announces a *Balancing Work and Family Conference* in Saskatoon on September 10 and 11, 1998.

*(Source: "Balancing Work & Family - A Key Challenge as We Enter the New Millennium" University of Saskatchewan)*

# 5.0 EMPLOYMENT EQUITY

## 5.1 Employment Equity in the Workplace

Paul Blake questions if employment equity is successful. In his article *Employment Equity : Is it Really Working?*, Blake states that the perception many people have, particularly while males, is that employment equity pushes the hiring of unqualified workers in order to complete government or company hiring quotas. The disadvantaged in the workforce are strong supporters of employment equity and believe it as necessary legislation to ensure equal access for all jobs in the marketplace Both sides are very passionate about employment equity and are able to cite cases that support their positions.

A managerial professor of Concordia University in Montreal, uses case studies to teach graduate students that there are employment equity abuses in the system. One example he cites is the Ontario fire department which reinforced the belief that certain groups of people, who had been unfairly treated in the past, were given preferential hiring treatment.

Blake states that banks are among the best employment equity employers. Kathie MacMillan, the Bank of Montreal's vice president of corporate marketing recently stated that employment equity is not just the right thing to do, but that "it also makes good business sense." To this end, MacMillan reports that many senior positions at the bank are held by women. Blake states that 35% of small business entrepreneurs are women and the bank wants to make these clients comfortable when discussing their business requirements. Blake states that if an organization believes in employment equity, it must have a culture that supports it, and the Bank of Montreal does this.

Often employers claim that finding qualified applicants from the four designated equity groups is hard to do. Blake claims that employers perhaps are not looking in the right places and may have to widen their applicant pools.

Achieving employment equity takes a commitment from top management and Blake states that management must look at places where barriers exist, for example, *traditional recruitment practices; poor treatment of employees in terms of training and promotion; small salary increases.* Blake reports that "True employment equity means equal access and equal and fair treatment and opportunity to everyone in your organization."

Competing in today's global economy, Blake states that it is important for potential clients to be aware that the employee base in companies is representative of all cultures, nationalities and backgrounds.

Statistics Canada reports that within the next 10 years, 85% of people entering the workforce will be women and visible minorities. Blake provides a few guidelines to achieve workplace equity:

- **sincerity** - senior management must be committed to equity. It must emanate from the top. Senior management and executives should take awareness or sensitivity courses;
- **audit** - analyze how many people can be identified in each of the four equity categories and determine where increases can be made;
- **plan** - mandate managers and executives to plan strategies for the advancement of women, visible minorities, aboriginals and the disabled;
- **broadcast** - advertise the company's intentions to select qualified candidates from the four designated groups to positions with the company;
- **hire** - commit to hiring certain numbers of equity employees and monitor the results;
- **adjustment** - help new employees feel comfortable

*(Source: Employment Equity : Is it really working? HR Today, The Canadian Practitioners Journal of Human Resources Issues, Plans and Strategies, February 1996, p8)*

## 5.2 Visible Minorities in the Workplace

**5.2.1** Alan Shain, in his article *Employment of People with Disabilities*, refers to *the 1986 Employment Equity Act* as being instrumental in eliminating the barriers that existed in the workplace for people with disabilities.

According to the *1991 Health and Activity Limitation Survey (HALS), 29% of* those who identified themselves as having a disability and in the workforce were aged 15-34, 43% were aged 35-54 and 27% were aged 55-64.

Shain indicates that accessibility of the workplace is a key to employment for people with disabilities. The accommodations needed for the disabled may include a redesign of the job, which is to exchange certain duties with other employees, or a modification or a reduction in the working hours. In the 1991 HALS survey, though, only 9% indicated that they required a

redesign of their jobs, and 8% indicated that they required reduced or modified working hours.

As well as the introduction of the *Employment Equity Act*, other improvements to help people with disabilities participate in the workplace have included improvements in building designs and accessible public transportation.

*(Source: Employment of People with Disabilities. Statistics Canada, Canadian Social Trends, No. 38, Autumn 1995, p8)*

**5.2.2** The *Canadian Human Rights Commission* (CHRC) states that the fact visible minorities are still under-represented in the public service is an issue which requires attention. Sharon Lebrun, in the article *Feds urged to step up employment equity efforts*, reports on the following statistics recorded in a January 1997 report, taken from a Human Rights study of the public service:

*In 1995, visible minorities made up -*

- ***9.0% of the Canadian labour force;***
- ***8% of the major industries - banking, transportation and telecommunications;***
- ***11 - 18% of the five major chartered banks;*** and
- ***4.0% of the public service.***

The CHRC report also states that there is a belief among minority groups that candidates for appointments and promotions in the public service are pre-selected and 'personal suitability' and 'social ties' are more valued than the skills and qualifications of applicants. The report recommends that the public service embrace employment equity. The Employment Equity Act was revamped in 1996 and now includes employees in the federal public service. The Human Rights Commission has stated that it will audit the public service to ensure compliance of the Act.

*(Source: Feds urged to step up employment equity efforts. Canadian HR Reporter, February 24, 1997, p8)*

## 6.0 EMPLOYEE BENEFITS

### 6.1 Social Contract Policy

'On-site day care' and 'recognition for a job well done' are important issues for many employees. In the article *What do employees want from their bosses?*, Paul W. Black reports that salary is not an issue. Staff from *HR Today* surveyed the employees of a large metropolitan hospital, who accept the fact that shift work is a condition of employment, but bemoan the fact that the hospital has not progressed with the times in the provision of day care facilities for the children of its employees.

On the other hand, at the Royal Bank, recognition and respect for a job well done are very important in employees' minds. In the article *What do employees want from their bosses?'*, the employees of the bank acknowledge the fact that employers are dealing in a competitive market and want to be successful, therefore expect a lot from employees. For the most part employees comply but they often feel overwhelmed by the constant changes and demands being placed upon them. An interviewed employee states that she is concerned by the banks continual downsizing, especially since all financial institutions have recorded massive profits in past years.

Sylvia Lee, President of Lee Communication Associates Inc. in Alberta, states that all corporations need to understand the cultural shift which is occurring in society regarding the value of work, daycare, flexible working hours etc. She encourages employers and employees to develop a 'social contract policy' which would support the wellness of employees concept.

In order for this to work, both sides need to be in constant communication, as well as be willing to accept recommendations and ideas from each side.

*(Source: What do employees want from their bosses? HR Today - The Canadian Practitioners Journal of Human Resource Issues, Plans and Strategies, October 1996, p26)*

### 6.2 Health Care in Cyberspace

Patient email is the way of the future. Patients are encouraged to contact the doctor by email when they are ill or have questions to ask. Initially some doctors did not have the technology to communicate in this fashion, or were

concerned about being 'flooded' with patient messages. These barriers are changing and this method of talking with one's doctor is becoming very acceptable.

*(Source: The Futurist, Volume 31, No. 6, November-December 1997, p29)*

## 7.0 EDUCATION AND WORK

### 7.1 Work-Based Training

In 1995, *Work-based training* was a new concept for the Province of Saskatchewan. The Department of Post Secondary Education and Skills Training, aware that unemployment in the province was at 7%, yet there was a shortage of trained workers for some industries, introduced a program titled *Job Start/Future Skills*. The intent of the introduced program is to bridge two problems - unemployment and untrained workers. There are four projects currently within the *Job Start/Future Skills* program: *work based training for the unemployed; work based training for the employed; quick response training from educational institutions;* and *sector partnerships*. In the article *Work-based Training*, Lily Stonehouse, Assistant Deputy Minister for the Department of Post Secondary Education and Skills Training, states that the program is very successful and not only helps industry as well as those who are unemployed, but also assists those on social assistance, who, because of recent changes to unemployment insurance, find themselves ineligible for support. The main theme of the Job Start/Future Skills program is that an employer identifies a new job, fills this job with someone who is not working, and provides training for the job. Recent statistics determined that 27% of employees hired to work-based training jobs are aboriginal and 29% have been on social assistance, which, according to Stonehouse, are examples of "pulling the most disadvantaged into ongoing jobs."

*(Source: Work-based training. Saskatchewan Business Volume 18, Issue 5, September/October 1997, p7)*

### 7.2 Overqualified for the Job

Karen Kelly, Linda Zhowatson-Leo and Warren Clark, in their article *I feel Overqualified for my Job*, report that the Canadian population in the last 20 years has become highly educated. The percentage of those with more than high school education is now 50%, and those with university education is now 15%.

The writers state that, as Canada's industrial structure and advances in technology move ahead at a dramatic pace, employers are requiring employees to be current in these new trends. Yet, many well-educated workers feel they are overqualified for the jobs on the market.

A question asked in the 1994 General Social Survey asked graduates of universities and post-secondary colleges to indicate if they thought they were overqualified for their present jobs. The response to the question identified that 39% of all employed workers had post-secondary training and of this 4.4 million, 22% stated that they believed they were overqualified. According to Statistics Canada, a high proportion of post-secondary graduates are employed in clerical, sales, service or blue collar jobs -*Table* 5.

***Table 5 - Post-secondary graduates in clerical, sales, service or blue collar jobs, 1994***

| ***Educational Attainment*** | ***Type of job held when interviewed (% distribution by Occupation)*** | | | |
|---|---|---|---|---|
| | ***Felt Over-qualified*** | ***Management Professional*** | ***Clerical, Sales, Service*** | ***Blue Collar*** |
| Post-secondary graduates | 22 | 64 | 23 | 13 |
| Community college | 21 | 46 | 30 | 24 |
| Undergraduate - diploma/cert | 23 | 58 | 32 | 10 |
| Bachelor's or first degree | 22 | 78 | 17 | 5 |
| Master's degree, doctorate[1] | 27 | 83 | 12 | 5 |

[1] *includes university diploma or certificate above a bachelor's degree.*

*1994 General Social Survey*

The writers state that:

- *women are more likely than men to feel overqualified;*
- *young adults feel over-educated for the jobs they do;*
- *those who have completed engineering and applied science technologies and trades, health, sciences and technologies were least likely to feel overqualified;*

- *graduates from college programs in commerce, management and administration believed that they had more qualifications that their jobs demanded.*

*(Source: I feel overqualified for my job. Statistics Canada, Canadian Social Trends No. 47, Winter 1997, p11)*

## 7.3 Relevant Training

Dale Kurschner in the article *Getting Credit* reports on an organization *American Council on Education (ACE)* [with membership from all U.S. universities, colleges, and higher education associations] that provides *college-credit recommendations* for training courses that companies and organizations offer to employees and clients. Kurschner reports that for years some colleges and universities have given credit for workplace learning on a case-by-case basis, but students were required to initiate the review. With the ACE program, which provides a listing of workplace courses that might have college credit, the legwork is already completed for students. In 1997, 52 organizations had courses reviewed by ACE for college credit. Some of the organizations include Pacific Bell, AT&T, Berlitz International, Ford Motor Co., General Electric, and Xerox Corp.

With many organizations covering the cost of tuition for employees to take further training, the *credit recommendations* will reduce tuition reimbursement costs dramatically. One company, Wisconsin Public Service Corp, estimates that over the past 11 years, it has saved more than $500,000 in tuition reimbursement that it would otherwise have spent on outside education training for its employees.

Kurchner reports that some companies also view the *credit recommendations* as a means to assist employees who might be affected in down-sizing. Those employees with *credit recommendations* towards college degrees or diplomas are better-educated for other available jobs in the industry.

*(Source: Getting Credit. Training : The Human Side of Business, Volume 34, No. 1, January 1997, p52)*

## 7.4 Shortage of Skilled Workers

The Conference Board of Canada's report titled *Recruiting and Retaining High-Technology Skills in Canada*, states that Canada's high-technology companies report a shortage of people with strong technical skills to deal

with today's global market. Though Canada's per-capita spending on education is one of the world's highest, the report cites two concerns:

- *Canada does not produce enough highly qualified specialists;*
- *qualified graduates and employees leave Canada to pursue attractive career opportunities elsewhere.*

In order to attempt to counter-act the shortages, successful Canadian companies report that:

- there should be a closer tie between business and education;
- Canada should invest early in educating and creating student awareness of the value of studying science, math and technology;
- there should be competitive employee compensation packages, both monetary and non-monetary;
- innovative human resources policies should be developed, to strengthen the links between employees and management, as well as retain the employee base.

*(Source: The Conference Board of Canada, The Inside Edge, Volume 2, Number 3, January 1998, p4)*

## 8.0 WORK AND WELL-BEING

### 8.1 Work and Stress

**8.1.1** In the handbook *Insider's Guide to the Future*, Edith Weiner and Arnold Brown discuss the phrase they coined *The Emotile Era*, (nicknamed *Emotile)*, which, they believe, will be the most important characteristic of relationships in the future. *Emotile* is the joining of two concepts - emotion (a heightened concern for personal well-being) and motility (fast movement and rapid change).

In light of the new pattern of relationships within society, Weiner and Brown pose three questions they believe require responses. The questions are: *Work - Where will tomorrow's jobs be? Markets - How will people spend their incomes? Methods - How will products and services reach customers?*

Weiner and Brown respond accordingly:

*WORK* - people will become *service providers*, rather than work in traditional jobs as long-term salaried employees. Workers will focus on their own personal well being rather than commit to a long-term relationship with an employer.

*MARKETS* - tomorrow's products must entice customers to purchase. The buzz words are *edutainment* and *wellness*. Purchasers will be enticed and convinced to buy the products if they view them as enhancing their physical health, sense of self worth, personal safety and financial security.

*METHODS* - with the information technology era in full swing, personalized products for purchase will be as cheap as mass produced products.

*(Source: Future Marketplace : Consumer Heaven? The Futurist, Volume 31, No. 6, November-December 1997, p9)*

**8.1.2** In the article *Working Arrangements and Time Stress*, Janet Fast and Judith A. Frederick highlighted three attributes which seem to have an effect on workers trying to balance their work and home lives. These are: *the number of hours worked, the time when hours are worked,* and *the place where hours are worked.*

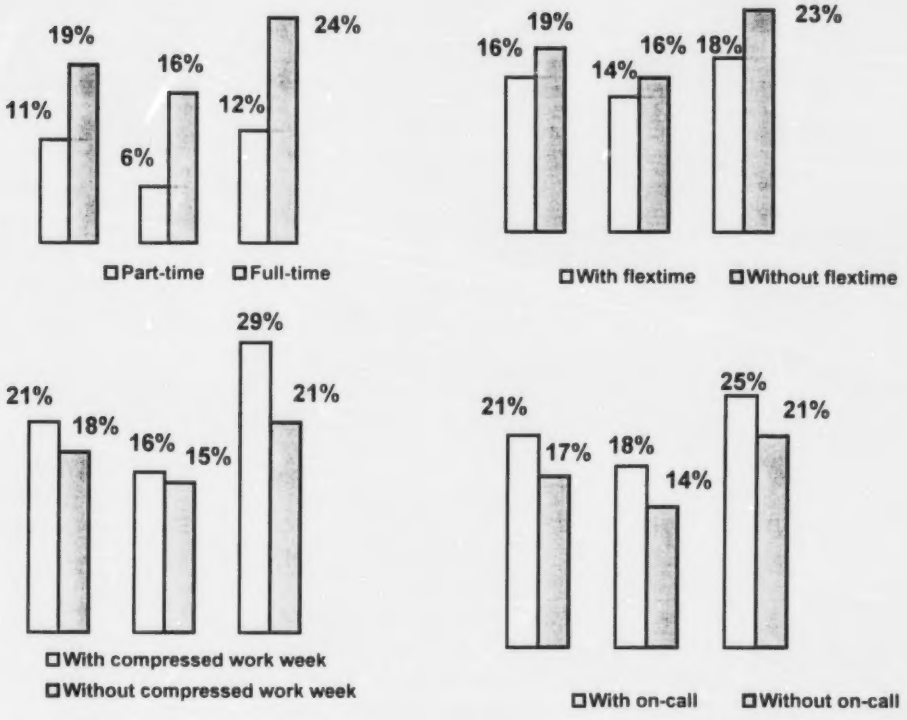
For the article, Fast and Frederick used data from the *1992 General Social Survey (GSS)* to show that some, but not all, of the different working arrangements cause employees to be stressed. The results of the survey indicate that:

- employees who work part-time were not as stressed as those who work full-time;
- similar percentages of men and women experienced high levels of time stress, whether or not they were self-employed, or had flexplace or shift work arrangements;
- women with flexible work schedules were less stressed than those with set working hours, by 18% and 23% respectively;
- 15% of men with flexible work schedules indicated their stress levels were not reduced.

The data from the survey also indicated that two other working arrangements, *compressed work weeks* and *on-call work,* cause both men and women to be time stressed. The *compressed work week* has been

promoted as a 'family-friendly' work arrangement, yet 29% of women with this arrangement report that the extended daily hours in exchange for less working days cause them to be extremely time stressed. Eighteen percent of men with the *on-call work* arrangement expressed that they were more highly time stressed than men who did not work with this arrangement. *Figure 9* displays that all workers with compressed work weeks and with on-call work are most likely to be time stressed.

***Figure 9 - Percentage levels of employees working with alternate working arrangements who are highly stressed***




*(Source: Working Arrangements and Time Stress. Statistics Canada, Canadian Social Trends, No. 43, Winter 1996, p14)*

**8.1.3** In the *Chatelaine* article, *The Work-Family Crunch : How are we coping"*, Deborah Jones provides readers with solutions some employers and employees have developed for coping with the rapidly changing lifestyles of combining work and family. Jones' article opens with the pressures some people, particularly mothers, have to deal with today in trying to juggle both working and caring for their families. Jones

recognizes that families now require two incomes to have the same standard of living that one income provided twenty years ago.

Following are a few of Jones' coping mechanisms:

- *Accommodating companies and good bosses* who pay more attention to family issues - recognizing that a young generation has reached management level, and that stressed employees take more sick time and are less productive;
- *Become self-employed* which provides flexibility to the work-family crunch - providing a degree of freedom and a few tax advantages, though it also requires more hours of work. More than 650,000 Canadian women are their own bosses;
- *Work at home* along with an estimated 743,000 Canadians who complete all or a portion of work from their homes - those who chose this option are required to be self-disciplined and self-motivated. Thanks to technology, working at home is an option for many employees of large companies, such as banks and insurance companies. Unions are concerned though that telecommuting employees work longer hours at home than the regular eight hour work day at the worksite;
- *Child-care strategies* provided by relatives, friends and neighbors are vital, as well as support with household chores;
- *Striking a balance between work and home* so that both areas do not suffer is a personal decision that might mean a reduction in work hours to spend more time with children and family.

*(Source: The Work-Family Crunch : How are we Coping? Chatelaine, April 1996, http://www.chatelaine.com/chatelaine/sources/work/crunch.html)*

**8.1.4** The results of a five-year study conducted by the Families and Work Institute in New York states that productivity at work is affected more by work stress than by family related concerns. The *National Study of the Changing Workforce* determined that work related stress and problems actually create problems at home, which in turn affect productivity at the worksite. This is the reverse that what has was believed to be the case.

For the 1997 study, which is similar to other studies conducted in 1977 and 1992, the Families and Work Institute interviewed 3000 employees. The study acknowledged that there has been a significant increase in women participants in the workforce in the twenty years, since 1977. As a result, families are facing many new challenges, such as concerns about child care, elder care, and the division of labour at the home for husbands and wives.

Yet only 13% of workers interviewed indicated that the concerns from home interfere with their work productivity.

There are a number of work pressures that are affecting employees' home lives. These pressures include employees working longer hours; bringing work home to complete; and job insecurities. One-third of those interviewed record that they often do not have enough time for their family concerns. The report states that these stresses then flow back to the workplace and therefore reduce job performance.

A consulting firm that focuses on employee commitment states that the pace of work pressures has increased since companies are pushing to compete in the global market. A spokesperson for the company states that "companies have adapted better to the external market place than they have to the internal marketplace of their own employees."

*(Source: "Job stress hurts productivity : study" The Star Phoenix, April 15, 1998)*

## 8.2 Mentoring

Mentoring in corporations preserves institutional memory and intellectual capital. Frank Jossi, in his article, *Mentoring in Changing Times*, highlights an eight-year mentoring program at E.I. du Pont de Nemours & Co where managers and executives maintain formal arrangements with staff members to discuss work-related issues. According to Jossi, 7,000 of DuPont's 60,000 employees are involved in the mentoring programs and have monthly update meetings. The meetings provide a chance for management and staff to interact and these have proven beneficial to both sections of the company. For management, mentoring is a way to discover how changes at the corporate level are being received by staff. For staff, mentoring provides an avenue to learn about other departments, budget priorities, and networking.

The program at DuPont's is an example of the success of similar mentoring programs in many corporations today. Since many companies have been downsizing in recent years, mentoring is considered very beneficial to retain the corporate memory. As well as preserving the institutional memory, by sharing the information and experiences of the company, mentoring is an inexpensive method used to " ...create more future leaders in a institution, improve management and staff relationships, meet diversity goals, and replace an aging work force while developing a line of succession."

Jossi reports that the use of mentoring programs in corporations has increased from 17% to 36% in one year - 1995-1996. For example, in 1996, the Texas Commerce Bank in Houston started a program which has two distinct initiatives - formal and informal. The formal program is a two-day training session that teaches mentors and protégés what to expect from the program. The informal program is the actual coming together to meet and discuss issues.

The results of the mentoring program, according to Jossi, are very positive, such as an increase in teamwork, an improvement in employee retention and employee satisfaction. The article indicates that, over the next ten to twenty years, as executives and middle managers leave their positions for retirement, without a mentoring program, corporations could lose a lot of experience and knowledge, crucial for the success of a company.

*(Source: Mentoring in Changing Times. Training : The Human Side of Business, Volume 34, No. 8, August 1997, p50)*

## 8.3 Orientation of New Employees

Richard Niven lauds Corning Incorporated for its orientation of new employees to its company. Some companies provide a brief orientation to new employees, such as an overview of the benefits provided plus manuals to read. Corning Incorporated's orientation is called SMART - Self-learning, Motivation, Awareness, Responsibility, and Technical competency. The SMART program is a series of interviews that new employees conduct with key personnel representing the various departments in the company.

As well as the SMART process, new employees also undergo a comprehensive orientation that instills a sense of company pride, and lays the foundation for employee empowerment and achievement.

The initial orientation is a two-day get acquainted session, meeting with supervisors, learning the history and overview of Corning Incorporated, and spending a day on a work-site orientation. Two or three months later, two more days of formal orientation are scheduled, which focus on how Corning's performance management system works. The third phase takes place two or three weeks later where employees learn about quality awareness and about Corning's specific quality culture.

*(Source: HR Today, The Canadian Practitioners Journal of Human Resources Issues, Plans and Strategies, January 1997, p29)*

## 9.0 WORKPLACE TIDBITS

### 9.1 Communication Overload

The results of a Gallup poll and the Institute for the Future both report on a recent communications study conducted with 1,000 of the largest international companies in the world. The results confirm that many companies are in communications overload and that communications tools are no longer helping efficiency in the workplace. According to the survey results, management executives send or receive 178 messages and documents each day, and secretarial staff deal with 190 forms of communications daily. These include email, faxes, phone call, voice mail, post-it notes, pager messages, courier deliveries, and internet mail.

*(Source: The Worklife Report, Volume 11, No. 1, 1997. P16)*

### 9.2 The Secretary Vanishes

*Professional Secretaries International* reveals that the duties and role of the office secretary has changed dramatically over the last 5 years and many companies have removed the word 'secretary' from the job title of those positions. In a recent survey of members, PSI determined that only 41% of members now use the title 'secretary', or executive secretary'.

PSI members indicate that the duties of the position now include the use of spreadsheets, graphics, desktop publishing, and decision making. According to PSI President, Kathryn Burroughs, "Secretaries and administrative specialists have become the key software and information resources in the office."

The use of the titles 'administrative assistant', 'executive assistant', 'co-ordinator', 'administrator', 'technician', and 'associate', more reflect the type of support provided to companies.

*(Source: Training : The Human Side of Business, Volume 34, No. 1, January 1997, p12)*

### 9.3 The Most Dangerous Job

According to Britain's Health and Safety Commission, nursing is the most dangerous of careers. The Commission's report indicates that the majority of violence against nurses occurs in the accident and emergency units.

Thirty-four percent of nurses have been attacked on duty and 48% have been threatened with violence.

*(Source: The Worklife Report, Volume 11, No. 1, 1997, p16)*

### 9.4 Damage Control

The *Menninger Leadership Center* in the United States highlights the following three ways to combat the costs associated with employees' job-related stresses, which amount to $44 billion (US) annually in absenteeism. These are:

- *establish employee-assistance programs to assist employees cope with problems that reduce productivity, absenteeism, and tardiness, and cause conflicts with co-workers;*
- *initiate flextime as a way to assist employees deal with outside obligations;*
- *re-distribute work assignments if employees appear overburdened.*

*(Source: Across the Board, The Conference Board Magazine, Volume XXXV, No. 1, January 1998, p62)*

### 9.5 Job Hunting via the Web

The internet is becoming a very satisfactory way both to look for a job or look for employees. Career consultants Shannon and Arthur Karl provide an *Internet Crash Course*, covering all the basics of using email and mailing lists and navigating the *world wide web (WWW)* and linking up with job-related sites. The consultants encourage job seekers to 'surf the net' for the home pages of major companies.

*(Source: The Futurist, Volume 31, No. 6, November-December 1997, p51)*

### 9.6 Shopping on the Internet

Jeffrey H. Epstein, in his article *The Net Generation is Changing the Marketplace*, states that purchasing via the internet is changing the very nature of the consumer today. The 'net generation' or 'n-gen' are the younger consumers who research an article by comparing products and prices from the different websites on the Internet. According to Epstein, five themes characterize the n-gen consumers. These are: N-Geners:

- *want options and variety;*

- *demand customization;*
- *want to change their minds;*
- *want to try before they buy;* and
- *are not dazzled by technology, function counts.*

Epstein quotes Don Tapscott who wrote the book *Growing Up Digital : The Rise of the Net Generation,* who predicts that forecasts for Net-based commerce are good. Tapscott predicts that 2.5% of all retail sales by the year 2005 will be by the Internet.

*(Source: Demography, The Net Generation is Changing the Marketplace, The Futurist, Volume 32, No. 3, April 1998, p14).*

## 10.0 FUTURE OF WORK

### 10.1 The Careers of the Future

According to *The Futurist*, the following careers are the least likely to become redundant in the future:

- ❑ *Software engineers*
- ❑ *System engineers*
- ❑ *Web site designers*
- ❑ *Computer programmers*
- ❑ *Financial services mgrs.*
- ❑ *Software development. analysts*
- ❑ *Internal consultants specializing in information technology systems.*
- ❑ *Aeronautics engineers*
- ❑ *Constructions managers*
- ❑ *Computer artists/animators*
- ❑ *Database Administrators*
- ❑ *Tool and die makers*

and

The six types of successful job seekers who will receive top compensation for their work are:

- ❑ *Coalition builder* - who can communicate and strike compromises among diverse groups;
- ❑ *Techno-teens* - post-high school people with strong technological and computer skills;
- ❑ *Un-retirees* - return to work retirees with the depth of experience, extensive business contracts and strong work ethics;

- *New explorers* - workers with specialized knowledge of a particular market, ability to comprehend many business issues and be fluent in languages;

- *Self-managers* - employees with discipline, skills and commitment who can work independently, communicate with supervisors, and not be clock watchers;

- *Border crossers* - multiskilled employees who can cross from job to job as well as have insider's knowledge of the corporate culture.

*(Source: The Futurist, Volume 32, No. 2, March 1998, p56)*

## 10.2 The Knowledge Entrepreneur

According to *The Futurist*, 'employment' is changing and the 1990's is the Information Revolution. The author of the article *The Rise of the Knowledge Entrepreneur*, William E. Halal, states that the traditional job of **pay for position** is disappearing and being replaced with **pay for performance**. In the pay for position situation, employees are paid for completing specified duties as well as maintaining a sense of orderliness in the workplace, which, Halal states, has little to do with productivity. In the pay for performance situation, employees are paid for their productivity.

Halal reports that the pay for performance concept is very successful in the United States and, in an effort to enhance this concept, workplaces have introduced incentive rates, merit bonuses, profit sharing and other variable-pay methods for employees. The benefits of these new employment contracts are two-fold. Employees have control over their work situation and can earn more, and employers are assured of continued performance. The nucleus to the whole concept is a sense of equity between the output of the employee and the rewards he or she receives.

The article examines a variety of new employment arrangements. Halal reports that, by the year 2010, the need for blue-collar and service workers will reduce, and 60 - 70% of the workforce will be *knowledge workers*, such as skilled manufacturing teams, information system designers, managers, professionals, educators, and scientists. Halal reports that 'business' is embracing the self-directed knowledge teams. These teams are given total control of projects including accountability for budgets and the like.

A disadvantage to the onset of the knowledge worker is that many unskilled workers will be untrained and unable to compete for employment.

The option of *teleworking* is also becoming very acceptable in business today with employees operating from locations away form the traditional workplace setting where all workers would normally congregate from nine to five. Both employers and employees report that teleworking will not replace the direct interaction with other people, but will be used to enhance the face-to-face contacts. Halal's article reports on a number of organizations where teleworking is very successful. One example, Compaq Computer, reports that it moved all its salespeople to home offices and that revenues for the company doubled, and as well, the sales force was reduced by one-third.

A new concept to teleworking is *the telework centre* - satellite offices that enables employees to work in locations closer to their homes. The United States government and Pacific Bell are two organizations that have been successful in this venture.

Related to the teleworking concept is the surgence of temporary and part-time workers, *contingent workers*, which is anticipated, by the year 2000, to reach 50% of the workforce. Contingent workers are self-employed knowledge entrepreneurs who take charge of their own careers and move from company to company working on contract projects. Businesses and individuals are excited with this new modus operandi.

Halal reports that 'employment' now spans across the continuum. At one end there is the *traditional full-time job*, and at the other is the *self-employed entrepreneur*. The *employment contract* concept falls between the two, offering a loose association with an employer, yet the autonomy of an entrepreneur.

Another aspect to be considered in the total employment question is the need for flexibility. Halal states that employers need to make the necessary adjustments in the workplace. Workers today are faced with many demands, such as two-career families, and the balancing of job and family responsibilities.

Halal states that the "*...Information Revolution is transforming organizations into a web of small automated systems, managed in real time by changing assemblies of self-employed teams.*"

*(Source: The Rise of the Knowledge Entrepreneur. The Futurist, Volume 31, No. 6, November-December 1996, p13)*

## 10.3 Future Labour/Union Negotiations

According to the Conference Board of Canada, labour unrest over wages and workplace flexibility will increase in the next year. The Board's document *Industrial Relations Outlook 1998* indicates that if labour perceives that the economic benefits of a strong economy are not passed on to the workers, then work stoppages will increase.

The Board predicts that in 1998 there will be a 3.1% growth in the Gross Domestic Product (GDP), a 2.3% rise in the employment rate, an overall 2.6% wage increase, and management's wish for long-term agreements to avoid recurring negotiations and labour conflict.

The Labour unions are of the opinion that it is time management provided substantial wage increases to workers after twenty years of cutbacks, and therefore will be demanding a substantially higher percentage increase, than the predicted 2.6%.

Management is much more supportive of work flexibility than the unions. Labour is concerned about layoffs, guarantees of training for new jobs and extra benefits for those who have to work outside one's normal classification.

The Conference Board of Canada predicts that negotiations will move from the bargaining table to the public arena, where labour hopes that the call for increased wages and improved working conditions will receive strong support.

*(Source: The Conference Board of Canada, The Inside Edge, Volume 2, Number 3, January 1998, p5)*

## 10.4 The End of Work

Jeremy Rifkin, author of thirteen books on the impact of technological changes on the economy, the workforce, society and the environment, was the Keynote speaker at the *Shaping the Future of Work in Saskatchewan Symposium*, held in Moose Jaw in March 1998. Rifkin's controversial book *The End of Work, 1995*, claims that information technology is wiping out millions of jobs and is creating a two-tiered society where the elite have the good jobs and the rest of the workforce are overworked and underpaid - in essence the have and the have nots

In his keynote address, Rifkin stated that we have moved from the industrial revolution (mass human labour to produce products) and entered the *Biotech revolution* (informational life sciences - which will end mass labour).

Rifkin highlighted facts, such as:

- less than 2 ½% of people now work on the farm from 20 years ago;
- farming is moving indoors to the laboratory - in fifteen years the world will be fed by a fraction of the people at a fraction of the cost today;
- in the 1960's, one-third of employees worked on the factory floor;
- in the 1990's, the majority of factory jobs are gone, there are less people working, and more and better machines and technology are producing twice as much capacity;
- 120,000 people worked in factories seventeen years ago, 20,000 are now working - the blue collar worker will be extinct by 2020;
- the cheapest worker in the world is being replaced with cheaper technology, producing twice as much product - examples are the cotton pickers in the USA (picking now done by machines), and vanilla bean harvesters on three islands off India - vanilla now being developed in a lab;
- technology increases quality control;
- the majority of people today are living off credit cards with 90% of people's salaries paying off debts;
- corporations are growing - the top 20% people in the world are wealthier than the rest of the 80% of humanity;
- grandparents 'worked to live', some now feel we 'live to work';
- 75% of all jobs done today are repetitive;
- unions should be demanding a reduced work week while maintaining salary and benefits - Europe is ahead of Canada and the United States in this thinking;
- the shorter work week would help restore family life, which is deteriorating and is an obvious solution to unemployment;
- there are 5-6 peak performance hours in a regular work day - employees should only work these hours on the job;
- with the shorter work week, while maintaining salary levels, the government could pay the employers portion of all taxes; the employment mass would increase and with employees paying more taxes because more people working, government will gain and employers will also gain;
- even with current employees reducing work week to 25 hours per week, it would still not make a dent in the number of young people unemployed;

- those with shorter work week, not employed, could direct energies into the third sector, the 'culture' sector;
- the third sector is about to emerge as the primary sector and could become a new forceful lobby group to government;
- we have lost human focus - working under stress, doing less volunteer work, having problems with family relationships;
- the human focus and economic focus should be in sync with each other - not in absence of each other;
- Saskatchewan is moving into the Biotech age - and soon will move into genetically engineered plants and tissue culture farming;
- what will 2 ½ billion farmers do worldwide when farming is performed indoors in vats;
- because we have the technology, doesn't mean we can not reject these advancements - the example used was the nuclear plants. When people rejected this advancement, the nuclear power plants were decommissioned;
- as one sector downsizes a new sector is emerging - the knowledge worker - highly skilled technologists. The existing workforce need retraining to bring them into the informational and life sciences world. Currently there exists the 'knows' and the 'know nots'.

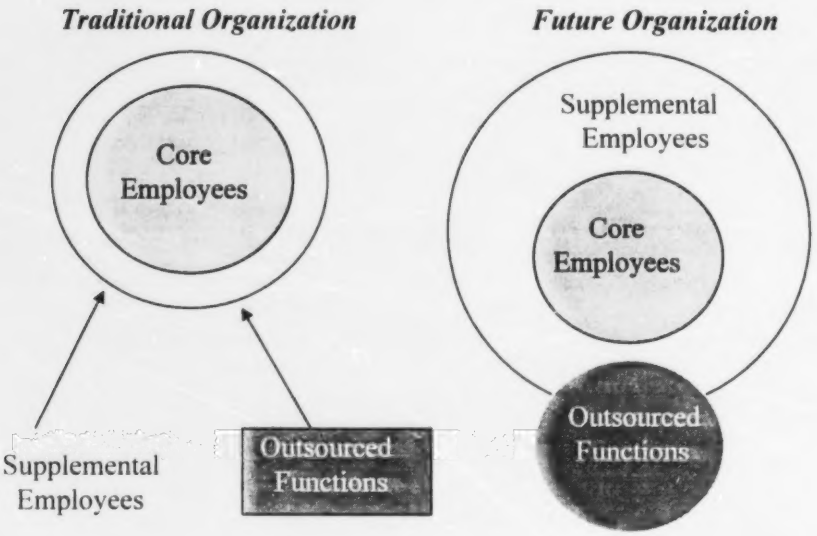
Rifkin clarified his definition of 'end of work' as *the slow transformation of work from full time to part-time to just-in-time.*

*(Source: Rifkin, Jeremy. Keynote address speaker, Shaping the Future of Work in Saskatchewan Symposium, March 1998, Saskatchewan)*

## 10.5 The New Work Force

Robert Barner, in his article, *The New Career Strategist : Career Management for the Year 2000 and Beyond*, compares the traditional work force with the new work force. The traditional employer views the number of personnel in direct proportion to the growth of the business and places employees as permanent fixtures in the organization. The forward thinking employer, recognizing the need for fast market response, views employees as a variable, rather than a fixed business cost.
Barner reports that the work force consists of three groups - core employees, supplemental employees and outsourced functions. Outlined in *Figure 10* is the framework for the organization of the future.

***Figure 10 - Organizational Structures***




*Source: The Career Strategist*

- ***core employees*** *- a small permanent group able to cover a variety of duties and skills;*
- ***supplemental employees*** *- a larger group which can be added to or removed from the work force, as the need arises;*
- ***outsourced work functions (contracting)*** *- an expanding group that can be hired to complete a specific task or project.*

In the new organizational structure, employees will come to expect that a guarantee of long-term employment is unrealistic. Also, employers will not expect an employee to remain with the company throughout one's career. The traditional worker set age-based to attain tangible rewards. The career planner of today can prepare for the future by becoming a career strategist - *Table 6.*

***Table 6 - Comparing Planners and Strategists***

| *Today's Career Planners* | *Tomorrow's Career Strategists* |
|---|---|
| • Assume s table, fixed career paths | • View career paths as fragmented and subject to change |
| • Equate career success with trophy collecting | • Equate career success with personal satisfaction |

| | |
|---|---|
| • Focus on fixed long-term goals | • Focus on multiple, short-term objectives |
| • Create a plan that is linear | • Develop a plan multidimensionally clustered around several objectives that fulfill career needs at a particularly point in one's life |
| • Believe that goals are age-dependent | • Believe that goals are independent of age |
| • Develop a plan that is rigid, with goals developed early and never re-examined | • Create a plan that is flexible, with goals that are continually reassessed and contingency planning regarded as essential |
| • Track progress through external career markers | • Track progress by the degree to which career decisions satisfy personal needs |
| • Assume that the organizations they work for will chart their career direction | • Assume that they will have to chart their own career direction, because they cannot rely on the organization they work for to do it for them |

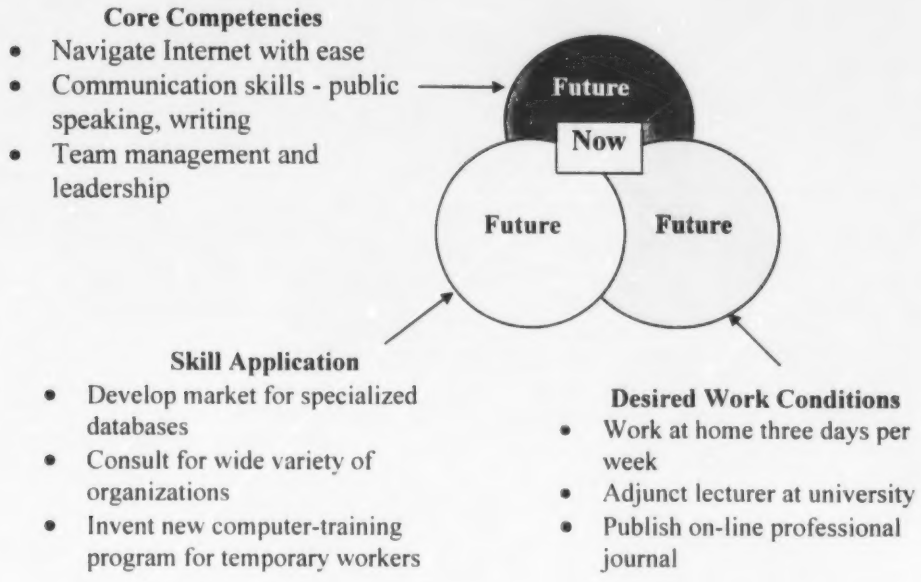
*Source: The Career Strategist*

Barner alerts employers that, with the change in work patterns, there are a number of new operating mechanisms which will come into focus. These are:

- *re-evaluation of training and mentoring approaches in the workplace (replacing the traditional on-the-job training over a period of time);*
- *introduction of team-based networks (replacing the traditional organizational structures);*
- *new model of career strategist which offers a multidirectional, probabilistic model of career management (replacing the traditional linear approach to career management)*

To succeed in tomorrow's workplace, the professional worker will become the career strategist and take the initiative in charting a future career. Instead of seeking *job security* the career strategist will seek *job resiliency,* and be required to face new challenges and deal with the uncomfortable task of learning new skills and abilities in order to be successful in the ever changing world of work -*Figure 11.*

*Figure 11 - Career Strategist's Model*


Core Competencies
• Navigate Internet with ease
• Communication skills - public speaking, writing
• Team management and leadership
Future
Now
Future
Future
Skill Application
• Develop market for specialized databases
• Consult for wide variety of organizations
• Invent new computer-training program for temporary workers
Desired Work Conditions
• Work at home three days per week
• Adjunct lecturer at university
• Publish on-line professional journal

*(Source: Career management for the Year 2000 and Beyond. Exploring Your Future - Living, Learning, and Working in the Information Age, World Future Society, 1996, p12, ISBN 0-930242-52-1)*

## 10.6 New Technology

In the Canadian Chamber of Commerce (CCC) report *The Growth of Alternate Work Arrangements : Options and Opportunities for Individuals in the New Economy*, the writers set out to study and defuse the theory that *technology* is a *job-killer*, and that *alternate work arrangements* mean the *loss of good jobs*. The CCC reviewed a number of recent studies, considered a variety of employer policies, as well as various employee statistical data, and conducted many interviews on the topics of *changing work arrangements* and *new technology*.

The writers of the report conclude that many people enjoy the new work arrangements and the flexibility and independence it has given them. The majority of those in these situations indicate that the new work arrangements were not imposed upon them, that they chose to work in this manner of their own free choice. The report provides the reader with a number of case studies on the success of the various work arrangements - telework, flextime, job sharing, part-time, self-employment, temporary

work, and contract work. According to the report, the most popular of the flexible work arrangements is *telework*. Those who work in the *telework* arrangement report that they need to be self-disciplined, that they are much more productive and efficient and that they enjoy increased personal time, as well as record major savings on wardrobe, car and travel expenses.

The report also states that the variety of work arrangements *is the new economy* and that, in the future, the traditional nine-to-five job will be history. In a lifetime of work, most workers will experience periods of non-traditional schedules and working conditions. The writers state that this is a trend which should be embraced rather than feared and one which governments should readily accept.

With regard to the fear that *technology* is a *job-killer*, the report quotes a Conference Board of Canada study which has data to conclude that between 1986 - 92, information technology intensive industries in Canada experienced more growth than non-information technology industries. The CCC report highlights a case study which demonstrates that new technologies do create jobs and opportunities in the global market. An employee with AlphaNet Telecom Inc. acts as a customer care centre 'trouble shooter' for the company which provides a fax/mailbox service for guests in their rooms while they are staying at certain hotels. The AlphaNet Telecom Inc. employees provide fourteen hour service seven days a week to the hotel guests. The 'trouble shooter" employee handles all the incoming requests and dispatches support wherever it is needed. According to the report, this employee is "working in a speculative and explosive high-tech industry which did not exist short years ago."

*(Source: "The Growth of Alternate Work Arrangements : Options and Opportunities for Individuals in the New Economy" The Canadian Chamber of Commerce, January 1998)*

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